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ABSTRACT

The North Carolina Department of Public Education has developed an equal employment/affirmative action policy in accordance with Federal civil rights laws, and directives from the State Board of Education. Rather than merely ensuring anti-biased hiring practices, the policy provides for the recruitment, employment and promotion of qualified members of groups which were formerly excluded. The basic premise is that positive action must be taken to overcome the effects of previous discrimination and exclusion. The terms and goals of the policies are defined. The following policies and plans are described in detail: (1) Equal Employment Opportunity/Affirmative Action Policy, including approach and implementation; (2) Sexual Harassment Policy/Plan, including approach and implementation; (3) Policy Dissemination, including a manual, staff meetings, memoranda, and public notices; (4) Program Responsibilities, including functions of various staff, the personnel office, and the Affirmative Action Advisory Committee; (5) Goals and Timetables; (6) Affirmative Action Programs, including employee rights and responsibilities; and (7) Program Evaluation, to be conducted by the Personnel Director and Equal Employment Opportunity officers using the goals established as a guide. Statistical descriptions of the female and minority workforce by agency and job classification are provided. Eight appendices provide sample forms, recruitment and employment guidelines, information about equal employment/affirmative action efforts in North Carolina public education, and demographic information about the North Carolina workforce specifically and the State population in general. (VM)

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I. INTRODUCTION

The Department of Public Education is an equal opportunity employer. It is the policy of this department to ensure equal and fair treatment for all persons, regardless of race, color, religion, sex, age, handicap, political affiliation or national origin, in all employment practices.

Equal Employment Opportunity is the Law

It is mandated by Federal and State Legislation, Presidential Executive Orders and definitive court decisions.

Societal barriers have tended to discourage or preclude women and minority group members from participating fully in the opportunities presented by American life. Many discriminatory employment practices of the past remain so deeply embedded in basic institutions of society that these practices continue to have an extremely unequal effect on certain groups in our population, even when the employer has no conscious intent to discriminate.

The Department of Public Education has made considerable progress in removing barriers that tended to preclude women and minority group members from competing for jobs on an equal basis. However, there remains a need for positive, affirmative action to identify and remove those discriminatory practices which may still exist in this department's employment procedures.

Definition of Terms

Equal Employment Opportunity is an employer's posture that all personnel activities will be conducted in a manner as to assure equal opportunity for all. Such activities will be based solely on individual merit and fitness of applicants and employees related to the specific jobs and without regard to race, color, religion, sex, age, national origin, physical disability, political affiliation, or other nonmerit factors.

Affirmative Action requires that an agency do more than ensure employment neutrality with regard to race, color, religion, sex, and national origin. As the phrase implies, affirmative action requires the employer to make additional efforts to recruit, employ, and promote qualified members of groups formerly excluded, even if that exclusion cannot be traced to particular discriminatory actions on the part of the employer. The premise of the affirmative action concept of the Executive Order is that unless positive action is undertaken to overcome the effects of systemic institutional forms of exclusion and discrimination, a benign neutrality in employment practices will tend to perpetuate the status quo ante indefinitely.

Annual Goal is an annual analysis target, expressed as both a number and a percentage, for placing minorities, women, and handicapped persons in a job group for which underutilization exists.

Applicant for Employment is a person who files a formal application (Form PD-107) or by some other means (resumé, letter, request, etc.) indicates a specific desire to be considered for employment in an advertised vacant position.

Applicant Flow Data is a statistical compilation of employment applicants showing the specific numbers of each racial, ethnic, and sex group who applied for each job title (or group of job titles requiring similar qualifications) during a specified time period.

Discrimination is illegal treatment of a person or group based on race, color, national origin, religion, sex, handicap, or veteran status. The term also includes failure to limit the effects of past discrimination.

Sexual Harassment is a form of sex discrimination prohibited by N.C. General Statute 126.16 and EEOC Guidelines on Discrimination Because of Sex.

Handicapped Individual is any person who (1) has a physical or mental impairment which substantially limits one or more of his or her major life

activities; (2) has a record of such impairment, or (3) is regarded as having such an impairment. A handicap is "substantially limiting" if it is likely to cause difficulty in securing, retaining, or advancing in employment.

Life Activities are activities including but not limited to communication, ambulation, self care, socialization, evaluation, vocational training, employment, transportation, or adaptation to housing.

Mandatory Job Listing is the provision under Section 402 of the Vietnam Era Veterans Readjustment Assistance Act which requires covered employers to list suitable job openings with the local office of the State Employment Service and OFCCP guidelines.

Systemic Discrimination is employment policies or practices which, though often neutral on their face, serve to differentiate or to perpetuate a differentiation in terms of conditions of employment of applicants or employees because of their race, color, religion, sex, national origin, handicap or veteran's status. Systemic discrimination normally relates to a recurring practice rather than to an isolated act of discrimination, and may include failure to remedy the continuing effects of past discrimination. Intent to discriminate may or may not be involved.

Underutilization is employment of members of a race, ethnic, handicapped class, or sex group in a job or job group at a rate below their availability.

Minority is any person identified as Black, Hispanic, Asian, Pacific-Islanders, American-Indian, or Alaskan national.

Section A

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION POLICY

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION POLICY

The State Department of Public Education is committed to the provisions of the Civil Rights Act of 1964, the Age Discrimination Act of 1967, the Equal Pay Act of 1963, the Civil Rights Act of 1968, the Civil Rights Acts of 1866 and 1871, directives from the State Personnel Commission, and other applicable State and Federal laws. It is the policy of the Department that equal employment opportunity will be extended to all applicants and employees without regard to race, color, religion, sex, age, handicap, political affiliation or national origin, and that positive efforts will be made by all supervising personnel to prevent discriminatory practices including sexual harassment. Further, it is the policy of the Department that positive efforts will be made by management to prevent adverse effect on protected classes when it becomes necessary to implement the reduction-in-force procedures.

In accordance with directives from the State Board of Education, the State Superintendent of Public Instruction and the Controller, appropriate action will be taken to ensure that all personnel transactions are handled in a fair and impartial basis. For information concerning these provisions, contact the Personnel Director:

Education Building, Room 113
116 West Edenton Street
Raleigh, North Carolina 27603-1712
Phone: (919) 733-4300

APPROVED:

James O. Barber, Controller

APPROVED:

A. Craig Phillips, State Superintendent
Department of Public Instruction

October 1, 1987
Date Approved

Section B

SEXUAL HARASSMENT POLICY/PLAN

SEXUAL HARASSMENT

I. Policy

It shall be the policy of the Department of Public Education that no employee shall engage in conduct that falls under the definition of sexual harassment indicated below. No personnel decisions shall be made on the basis of granting or denial of sexual favors. All employees in the Department of Public Education are quaranteed the right to work in an environment free from sexual harassment. Sexual harassment shall hereforth be deemed as a form of sexual discrimination which is prohibited by North Carolina General Statutes 126-16.

For the purposes of this policy sexual harassment is defined as deliberate, unsolicited and unwelcomed verbal and/or physical conduct of a sexual nature or with sexual implications by a supervisor or co-worker which: (1) has or may have direct employment consequences resulting from the acceptance or rejection of such conduct; or (2) creates an intimidating, hostile or offensive working environment; or (3) interferes with an individual's work performance. This definition does not include personal compliments welcomed by the recipient or social interaction or relationships freely entered into by state employees or prospective employees.

II. Objectives

A. To establish in the Department a work environment which is free of any conduct which can be determined to be within the realm of the definition of sexual harassment by:

1. disseminating the policy statement for the Department
2. providing information to assist employees in becoming aware of sexual harassment through various means including in-service workshops, training and literature.

B. To establish a procedure to report and to alleviate alleged conduct which has been identified as sexual harassment by:

1. establishing a grievance procedure
2. developing a disciplinary action program.

Each objective will be evaluated quarterly to determine the success rate of implementation.

IV. RESPONSIBILITY FOR IMPLEMENTATION

The primary responsibility and accountability for implementing this Sexual Harassment Plan lies with the State Superintendent and the Controller.

This responsibility has been delegated to the Personnel Office, the EEO Officer, supervisory personnel and finally to all employees. The Affirmative Action Committee will assist each of the above in carrying out the necessary requirements of the plan and also serve as the coordinator of program activities. Listed below are some of the responsibilities of each group:

Personnel Office

-- assisting in the development of the policy statement for the Department
-- assisting in communicating the policy and plan to all employees

EEO Officer

-- serving as a resource person to all employees
-- advising where necessary all parties involved in cases alleging sexual harassment
-- investigating as appropriate cases of alleged sexual harassment

Supervisory Personnel

-- administering and implementing the Department policy and plan
-- counseling employees when appropriate to eliminate sexual harassment
-- creating a work environment which is free of sexual harassment
-- preventing and correcting any sexual harassment activities

Employees

-- following the policy of the Department
-- reporting sexual harassment activities or behavior
-- assisting in the maintenance of a work environment free of sexual harassment

Affirmative Action Committee

-- coordinating the designing of in-service activities on sexual harassment
-- evaluating program activities
-- monitoring the procedure and disciplinary action of all alleged cases of sexual harassment
-- coordinating related activities

V. APPROACH/ACTION STEPS

A. Training

The in-service program will be a part of the affirmative action training activities. It will include awareness, sensitivity to, identification and definition of, disciplinary programs, state and federal laws, corrective steps and other pertinent information relative to sexual harassment. This training will be offered to all supervisory personnel on a semi-annual basis.

B. Counseling

Where appropriate, those victims of sexual harassment who need professional counseling will be referred to those persons in state government or the local community service agencies which can provide this service.

C. Grievance Procedure

In the event that a complainant does not feel comfortable discussing his/her case with the immediate supervisor for the initial complaint, he/she can by-pass the immediate supervisor and discuss his/her case with the chairperson of the Affirmative Action Committee or his/her designee.

D. Discipline

All cases alleging sexual harassment will be reviewed on an individual basis on the facts presented for the case. Any interference, coercion, restraint or reprisal against any person alleging sexual harassment is prohibited and will not be tolerated by the Department. All individuals will be given a fair and impartial hearing. Disciplinary action will be handled by the appropriate assistant superintendent/controller with approval of the Department head.

E. Dissemination

The policy/plan will be communicated to all employees through the same vehicle as the Affirmative Action Plan, and will be posted in buildings where Public Education employees are housed.

F. Evaluation

The evaluation of this sexual harassment policy/plan will be done as a part of the Affirmative Action Plan evaluation.

Section C

POLICY DISSEMINATION

POLICY DISSEMINATION

I. Internal Policy Dissemination

A. Department Policies and Procedures Manual

A copy of the Equal Employment/Affirmative Action Policy is included in the Department Policies and Procedures Manual. Action Date: Continuing. Responsible Official: Personnel Director.

B. Management Meetings

Regular meetings are held with supervisors to explain the intent of the Department's policy and their individual responsibilities for effective implementation. Action Date: Continuing. Responsible Official: Controller and State Superintendent.

C. Employee Meeting

Supervisors/Directors are provided handout materials with instructions to brief their employees at staff meetings on the Equal Opportunity Program. Action Date: Continuing. Responsible Official: Supervisors/Directors.

D. Memorandum to All Employees

A memorandum reaffirming the Department's commitment to Equal Employment Opportunity will be issued by the Department Head on or about November 1 of each year. Responsible Official: State Superintendent and Controller.

E. Government Notices

Required state and federal Equal Employment Opportunity Notices are conspicuously posted on these bulletin boards:

Department of Education, Division of Personnel, Room 113
Board Located Beside Room 1
Snack Bar Bulletin Board
First, Second, Third, Fourth, and Fifth Floor Bulletin Boards

F. Employee Orientation

The Equal Employment Opportunity Policy is discussed in new employee orientation sessions. A copy of the Equal Employment Opportunity/ Affirmative Action Policy Statement will be included in each New Employee Packet. Action Date: Continuing. Responsible Official: Personnel Director.

G. Equal Employment Opportunity/Affirmative Action Plan

A copy of the Equal Employment Opportunity/Affirmative Action Plan will be sent to each Department Head upon approval by the State Board of Education. Copies will be maintained in the Division of Personnel for use by any employee, and also in the offices of each manager/supervisor.

II. External Policy Dissemination

A. Recruitment Sources

All recruitment sources are notified in writing of the Department's Equal Employment Opportunity Policy. Action Date: Annually and Continuing. Responsible Official: Personnel Director.

B. Community Agencies, Organizations

Minority, women, veteran, handicapped and rehabilitation organizations are notified in writing at least annually of the Department's non-discrimination policy. Action Date: Continuing. Responsible Official: Personnel Director.

C. Communication Regarding Equal Employment Opportunity Written Program

An Equal Employment Opportunity brochure is provided to prospective employees. Action Date: Continuing. Responsible Official: Personnel Director.

Section D

PROGRAM RESPONSIBILITIES

PROGRAM RESPONSIBILITIES

I. Agency Head

The primary responsibility and accountability for implementing this Affirmative Action Program rests with the State Superintendent and the Controller. Direction is provided to subordinates as necessary to carry out all actions required to meet the Department's equal employment opportunity commitment.

A. Participation in problem identification and goal setting.

B. Regular discussions with management, supervisors, and employees to be certain that Departmental policies and procedures are being followed.

C. Review qualifications of employees to ensure that minorities, handicapped and women are given full opportunity for transfers and promotions.

D. Take immediate action to prevent discrimination and harassment, including sexual harassment, of all employees.

E. Responsibility for compliance with Departmental policy of equal employment opportunity in all personnel actions under their supervision.

F. Delegate responsibility to the personnel director, compliance officers and the affirmative action advisory committee for the development, implementation and monitoring of this plan.

II. Personnel Office

A. Posting job vacancy announcements on Departmental bulletin boards.

B. Sending job vacancy announcements to recruitment sources.

C. Responsibilities for adherence to the Department's Equal Employment Opportunity Policy in all relationships with employees and applicants for employment.

D. Inform applicants for employment about the Department's Affirmative Action Program including the sexual harassment policy.

E. Responsibility for advising all employees of issues addressed in the Personnel Policies and Procedures Manual.

F. Making copies of the Grievance Procedure and Affirmative Action Plan available for Departmental employees and applicants upon request.

G. Conduct career counseling for all employees.

H. Conduct exit interviews with all terminated employees.

I. Provide a program of orientation and training in equal employment and sexual harassment compliance for all supervisory personnel and others who make or authorize personnel actions.

J. Provide specialized advice and counseling to supervisors and employees in the Agency for the purpose of informally resolving complaints relative to affirmative action.

K. Designate a person to serve on the Agency Affirmative Action Advisory Committee.

L. Designate a person to serve as the Agency affirmative action resource person.

IV. Other Management

All management is personally responsible for providing equal opportunity to all employees with regard to work assignments, training, transfers, promotions, demotions, terminations and other conditions and privileges of employment. All management employees have been informed of the Department's Equal Employment Opportunity/Affirmative Action Policy.

It is the responsibility of supervisors at all levels of management to regularly review the performance of their supervisory subordinates to be sure that non-discrimination is a fact.

All management is also responsible for, but not limited to, the following:

A. Assistance in the identification of problem areas and the establishment of goals.

B. Periodic audit of training programs, hiring and promotion patterns to remove impediments to the attainment of goals.

C. Review of qualifications of all employees to ensure that minorities, women, and handicapped employees are given full opportunities for transfers and promotions.

D. Career counseling for all employees.

E. Take action to prevent harassment of all employees.

F. Responsibility for compliance with Departmental policy of equal employment opportunity in all personnel actions under their supervision.

G. Insure that minorities, women and the handicapped have adequate representation and participation in all training programs.

V. Affirmative Action Advisory Committee

A. Periodically review Affirmative Action Plan and Equal Employment Opportunity program reports.

B. Serve as a forum where questions concerning the Affirmative Action Plan are raised, policy implications and purposes are discussed, and recommended improvements are made.

C. Advise and assist the Personnel Director on needed changes and in improvements in the Affirmative Action Plan.

VI. EEO Officer Functions

A. Overall management of the Affirmative Action Program including membership on the departmental Affirmative Action Committee.

B. Assisting in the development, assessing and implementation of the written AA Department Plan.

C. Plan briefing conferences for Supervisors/Directors on the Departmental AA Plan.

D. Provide general information to Supervisors/Directors, women, minorities, the handicapped, and others on AA policies and procedures.

E. Assist in the counseling service to Department employees in all matters relative to career development.

F. On-going, periodic analyzing of the Department's workforce data to identify existing and potential EEO programs and/or needs; and workforce utilization and underutilization.

G. Monitoring the flow of protective groups through the Department by monitoring hiring, promotions, transfers and terminations.

H. Recommending to the Agency head areas of need to insure compliance with all State and Federal guidelines relative to our AA program.

I. Interpreting the applicatio f complex state and federal laws, regulations and guidelines on equal employment opportunity.

J. Provide or arrange for training of division/supervisory personnel and employees in the areas of EEO laws and regulations, grievance procedure and related areas.

Section E

FEMALE AND MINORITY WORKFORCE ANALYSIS

BY

EEO JOB CLASSIFICATION

DEPARTMENT OF PUBLIC INSTRUCTION

The October 7, 1987 Survey of Employment Distribution by race and sex reflects the underutilization of personnel in the following Federal Equal Employment categories:

EEO CATEGORY	WOMEN			MEN	
	White	Minorities	%	Minorities	%
Officials/Administrators	10	8	36.0	--	--
Professional Specialty	--	-	--	15	40.2
Admin. Support/Clerical	--	-	--	26	89.7
Management Related Occ.	--	1	25.0	2	15.4

The total workforce equals 699 permanent full-time employees as of October 7, 1987. Of this total 149 (22.0%) are minorities. This represents an underutilization of minorities in the total workforce of the Department of 3.1% or 21 persons.

Women are underutilized in the Officials/Administrators category by a total of 18 (36.0%) persons, 10 white and 8 minority, and in Management Related Occupations category by a total of 1 (25.0%) minority.

Women are overutilized in the Administrative Support/Clerical category by a total of 109 (89.3%) persons because of the historical and traditional attitude society and management have had concerning clerical work being assigned to women. Women are also overutilized in the Professional Specialty category by a total of 26 (16.6%) persons, and Management Related Occupations by a total of 3 (21.4%) persons.

Minority men are underutilized in three categories, Professional Specialty, Administrative Support/Clerical and Management Related Occupations. They are underutilized in the Professional Specialty category by 15 (40.2%) persons.

Minority men are significantly underutilized in the Administrative Support/ Clerical category 26 (89.7%) due to the tradition which reflects that this category is reserved for women. They are also underutilized in the Management Related Occupations by 2 (15.4%).

The June 30, 1987 Work Force/Labor Force Analyses, PM 863, indicates that permanent full-time handicapped employees are underutilized in the following categories:

STANDARD OCCUPATIONAL CLASSES	NUMBER
Officials/Administrators	2
Professional Specialty	2
Administrative Support/Clerical	7

The above listed numbers are an average of the Occupation Specific and Labor Force Criteria.

The following percentages are used in determining under/over utilization for the available State workforce.

WOMEN 51.5% MINORITIES 25.1%

During the past year progress has been made by the Department of Public Instruction in the Professional Specialty EEO category. A significant increase in the number of women in this category has been realized from 154 on September 4, 1986 to 185 on October 7, 1987, an increase of 16.8%. In this same category, minority employment has had a small decrease from 21.7% to 21.4%, a decrease of .3% during the same time period. In the Management Related Occupations category women, overall, have been overutilized by 21.4%. Yet in this same category, minority women have been underutilized by 25.0% during the period September 4, 1986 to October 7, 1987. There has been an increase in the total number of persons employed in the Officials and Administrators category from 88 to 97 this past year. The percentage of women in this category has

been increased from 31.7% to 33.0%. Minority employment in this category increased by 3 or 20%. Based on the population distribution of women according to the 1980 census, women are overutilized in the total workforce of the Department of Public Instruction by 17.9%. The percentage on October 7, 1987 has increased by 2.4% as to what it was on September 4, 1986 - 66.8%.

Minority employment decreased from 22.9% on December 31, 1979, to 20.0% on August 2, 1984, to 18.4% on June 30, 1985, and to 17.0% on September 4, 1986 in the Officials/Administrators category. As of October 7, 1987 this category has increased to 18.6% for minorities. Minority employment in the total Department workforce has shown a steady increase over the last several years. On December 13, 1980, the percentage of minorities employed was 18.1%. As of October 7, 1987, the percentage of minorities employed in the Department was 22.0%, an increase of 3.9%. The Department is now 3.1% short of its goal of 25.1% minority employment. The agency head and all personnel involved in the employment process are committed to attaining the agency goal within the next few years.

CONTROLLER'S OFFICE

The total workforce equals 241 permanent full-time employees. Of this total, 58 (24.1%) are minorities. This represents an underutilization of minorities in the Department of 2.5 persons (10%).

EEO CATEGORY	WOMEN				MEN	
	WHITE	%	MINORITIES	%	MINORITIES	%
Officials/Administrators	3	13.6	-	-	-	-
Professional Specialty	-	-	-	-	-	-
Management Related Occ.	3	5.9	-	-	-	-
Admin. Support/Clerical	-	-	-	-	-	-
Precision Prod. Craft	1	20.0	-	-	1	20.0
Technicians	-	-	-	-	-	-

The following percentages are used in determining under/over utilization for the available State workforce.

WOMEN 51.5% MINORITIES 25.1%

According to the October 7, 1987 Survey of Employment Distribution by Race and Sex, women are underutilized in the Officials/Administrators category by a total of 3. Utilization of women in Professional Specialty category, Administrative Support/Clerical and Technician match the workforce percentages.

Underutilizing white females in management related occupations by 3 (5.9%) and in Precision/Craft category by 1 (20%).

Men are overutilized by 3 persons in the Officials/Administrators category.

Because of hiring traditions in the Mechanics and Inspectors category, women are underutilized by 1 (20%) person. Minority men are underutilized by 1 (20%) person. Stronger recruitment efforts will be utilized in this area to meet our departmental goals.

The Controller's Office has worked diligently to either maintain category percentages or enhance them.

Management is aware of the underutilization of women in the Officials/Administrators, Management Related Occupations and Precision Production Crafts and is committed to reaching the agency goals in these categories.

According to the June 30, 1987 Work Force/Labor Force Analyses, PM863, permanent full-time handicapped employees are underutilized in the following areas:

STANDARD OCCUPATIONAL CLASSES	NUMBER
Management Related Occupations	1
Administrative Support/Clerical	4

The above listed number is an average of the Occupation Specific and Labor Force Criteria.

The Controller's Office is committed to achieving full parity with the labor force in this area and will consider all qualified handicapped people in all job categories.

PREPARED BY
OFFICE OF STATE PERSONNEL

SURVEY OF EMPLOYMENT DISTRIBUTION
BY RACE AND SEX
AS OF 10/07/87

DEPARTMENT = DEPT. OF EDUCATION - DIV. OF PUBLIC INSTRUCTION

		*** WHITE ***			*** BLACK ***			** OTHER MINORITY **			** BY SEX **		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
OFFICIALS AND ADMINISTRATORS		51	28	79	13	4	17	1	0	1	65	32	97
	PERCENT	52.58	28.87	81.44	13.40	4.12	17.53	1.03	0.00	1.03	67.01	32.99	14.32
MANAGEMENT RELATED OCCUPATIONS		9	14	23	1	3	4	0	0	0	10	17	27
	PERCENT	33.33	51.85	85.19	3.70	11.11	14.81	0.00	0.00	0.00	37.04	62.96	3.98
PROFESSIONAL SPECIALTY		101	141	242	20	42	62	2	2	4	123	185	308
	PERCENT	32.79	45.78	78.57	6.49	13.64	20.13	0.65	0.65	1.30	39.94	60.06	45.49
TECHNICIANS & TECHNOLOGISTS		2	2	4	0	1	1	0	0	0	2	3	5
	PERCENT	40.00	40.00	80.00	0.00	20.00	20.00	0.00	0.00	0.00	40.00	60.00	0.73
SALES		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ADMIN. SUPPORT INCLUD CLERICAL		4	174	178	3	56	59	0	1	1	7	231	238
	PERCENT	1.68	73.11	74.79	1.26	23.53	24.79	0.00	0.42	0.42	2.94	97.06	35.15
SERVICE		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FARMING, FORESTRY & FISHING		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRECISION PROD., CRAFT & REPAIR		0	1	1	0	0	0	0	0	0	0	1	1
	PERCENT	0.00	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.14
MACHINE OP., ASSEMBLERS & INSPECTORS		1	0	1	0	0	0	0	0	0	1	0	1
	PERCENT	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.14
TRANSPORTATION & MATERIAL MOVING		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MAT. HANDLERS, EQUIP. CLEANERS, HELP		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS		168	360	528	37	106	143	3	3	6	208	469	677
	PERCENT	24.82	53.18	77.99	5.47	15.66	21.12	0.44	0.44	0.89	30.72	69.28	100.00

5.5.1

PREPARED BY
OFFICE OF STATE PERSONNEL

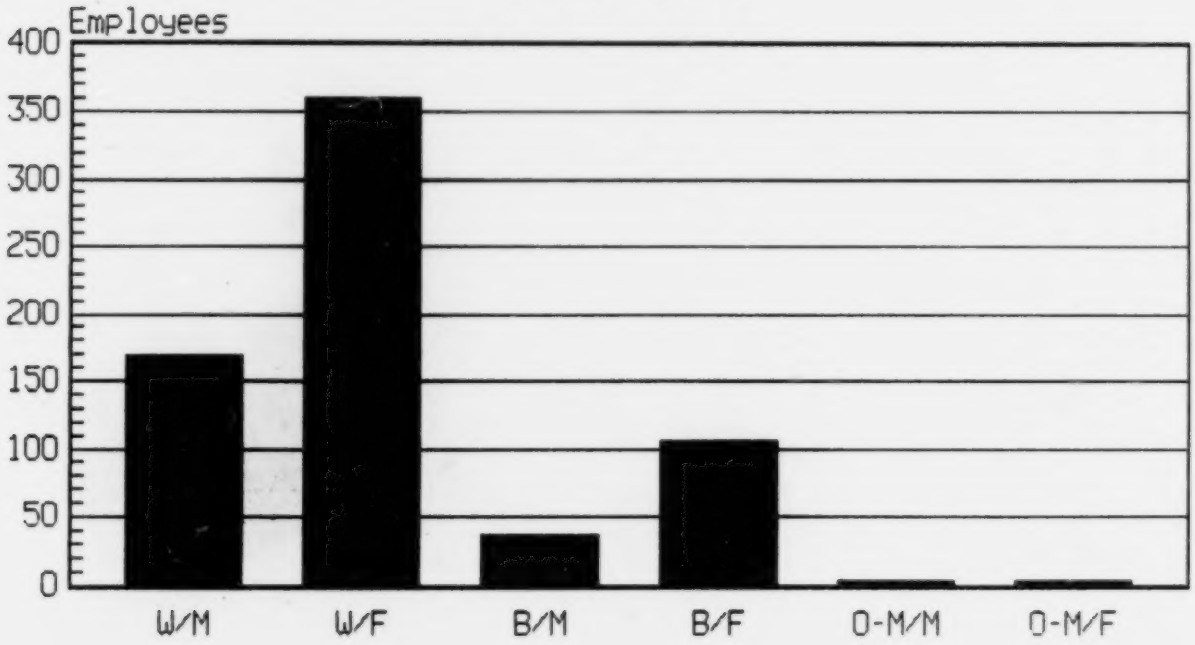
SURVEY OF EMPLOYMENT DISTRIBUTION
BY RACE AND SEX
AS OF 10/07/87

DEPARTMENT = DEPT. OF EDUCATION - CONTROLLER'S OFFICE

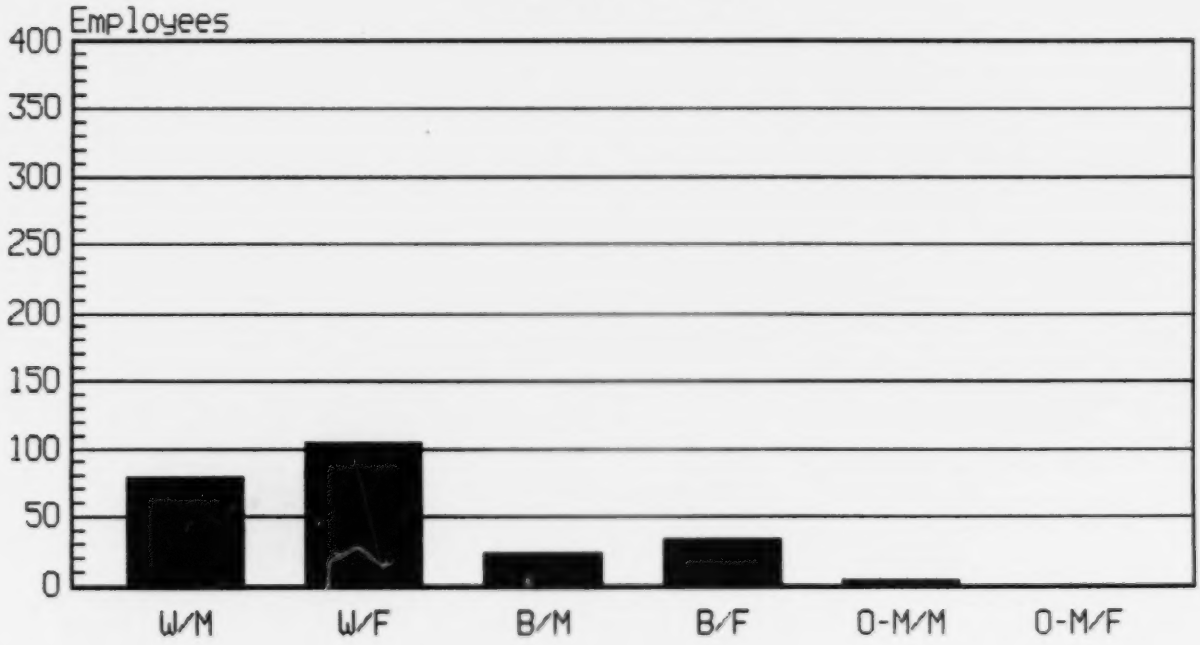
		*** WHITE MALE	*** WHITE FEMALE	*** WHITE TOTAL	*** BLACK MALE	*** BLACK FEMALE	*** BLACK TOTAL	** OTHER MINORITY ** MALE	** OTHER MINORITY ** FEMALE	** OTHER MINORITY ** TOTAL	** BY SEX ** MALE	** BY SEX ** FEMALE	TOTAL
OFFICIALS AND ADMINISTRATORS		18	2	20	1	1	2	0	0	0	19	3	22
	PERCENT	81.82	9.09	90.91	4.55	4.55	9.09	0.00	0.00	0.00	86.36	13.64	9.12
MANAGEMENT RELATED OCCUPATIONS		23	14	37	11	4	15	1	0	1	35	18	53
	PERCENT	43.40	26.42	69.81	20.75	7.55	28.30	1.89	0.00	1.89	66.04	33.96	21.99
PROFESSIONAL SPECIALTY		22	10	32	3	2	5	1	0	1	26	12	38
	PERCENT	57.89	26.32	84.21	7.89	5.26	13.16	2.63	0.00	2.63	68.42	31.58	15.76
TECHNICIANS & TECHNOLOGISTS		3	3	6	1	0	1	0	0	0	4	3	7
	PERCENT	42.86	42.86	85.71	14.29	0.00	14.29	0.00	0.00	0.00	57.14	42.86	2.90
SALES		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ADMIN. SUPPORT INCLUD CLERICAL		5	75	80	6	26	32	0	0	0	11	101	112
	PERCENT	4.46	66.96	71.43	5.36	23.21	28.57	0.00	0.00	0.00	9.82	90.18	46.47
SERVICE		3	0	3	1	0	1	0	0	0	4	0	4
	PERCENT	75.00	0.00	75.00	25.00	0.00	25.00	0.00	0.00	0.00	100.00	0.00	1.65
FARMING, FORESTRY & FISHING		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRECISION PROD., CRAFT & REPAIR		3	0	3	0	0	0	0	0	0	3	0	3
	PERCENT	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	1.24
MACHINE OP., ASSEMBLERS & INSPECTORS		2	0	2	0	0	0	0	0	0	2	0	2
	PERCENT	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.82
TRANSPORTATION & MATERIAL MOVING		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MAT. HANDLERS, EQUIP. CLEANERS, HELP		0	0	0	0	0	0	0	0	0	0	0	0
	PERCENT	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALS		79	104	183	23	33	56	2	0	2	104	137	241
	PERCENT	32.78	43.15	75.93	9.54	13.69	23.24	0.83	0.00	0.83	43.15	56.85	100.00

5.5.2

Employment Distribution by Race & Sex
Public Instruction
October 7, 1987



Employment Distribution by Race & Sex
Controller's Office
October 7, 1987



Section F

GOALS AND TIMETABLES

GOALS

Many have confused the term quotas with goals. A quota implies a fixed numerical requirement, whereas, a goal represents a commitment to an effort for a reasonable period of time to remediate the effects of past discrimination. The goals of the Department of Public Education represent reasonable, significant measurable and attainable steps toward equal employment with an affirmative action objective which states that:

> The primary equal employment objective for the State Board of Education is to achieve, within a reasonable period of time, an employee race and sex profile for each position category which is an appropriate reflection of proper utilization as compared with the population statistics of North Carolina.

Nothing in this objective requires the hiring of unqualified minorities, women, or whites. Determination of who is qualified must be made in accordance with the job-related criteria. Secondly, this objective does not require firing or displacing present employees in order to hire new employees for affirmative action purposes. Thirdly, the primary objective does not foreclose opportunities for those not previously excluded.

Approximate Reflection of Proper Utilization

At this time, there is no precise measure as to what figures constitute truly proper utilization. The Supreme Court said in the Teamsters vs. the United States in 1977 that ...

> absent explanation, it is ordinarily to be expected that nondiscriminatory hiring practices will in time result in a workforce more or less representative of the racial and ethnic composition of the population in the community from which employees are being hired.

This does not require a rigid statistical balance between the Department's workforce and North Carolina population distribution. However, where representation of racial groups and females differs substantially from the population in any department, agency, or division, there is a strong presumption that discriminatory practices may be responsible. Therefore, the State Board of Education is obligated to seek an employee profile of males and females of all ethnic categories in each job category that reflects the race and sex mix of people in the population who have the skills, training, and experience needed to do the job. Hence, an ultimate goal is established and defined as a percentage which reflects the proper utilization of a specific race/sex profile in each job category. Stated differently, goals should reflect what our workforce would look like if individual and institutional discrimination did not exist.

Reasonable Time

Reasonable time is used in the context of such length of time as may be allowed or required, depending upon such factors as anticipated turnover, expansion of contraction, availability of person with required skills, realistic appraisal of extent of skill necessary for particular jobs, time necessary to acquire such skill, and similar considerations. Reasonable time is defined in this document as a five-year period. This is contingent upon the above conditions being conducive for meeting our goals.

Immediate steps will be taken to assure that race, color, age, sex, national origin, handicaps or other non-merit reasons are not factors in compensation for employees or determination of opportunities for advancement. The need for such actions usually becomes apparent through careful examination of salary levels as they are delineated in the workforce utilization analysis.

The following affirmative action goals with concomitant objectives are identified to help the Department of Public Education meet its Equal Employment Opportunity obligations.

GOAL I: The workforce of the Department of Public Education will be reflective of the ethnic categories, both male and female, of the State of North Carolina.

Affirmative Action Need:

As vacancies for all positions with the Department become available the recommending administrator will recommend employees of various ethnic categories, both male and female, for all vacancies. In those position categories in which protected group members are underutilized, an inordinate search will be made to find and employ those individuals to alleviate underutilization.

GOAL II: All personnel transactions will conform to relevant equal employment assurances and guarantees (Uniform Selection Procedures Guidelines).

Affirmative Action Need:

1. Maintain personnel records in a manner consistent with applicable employment practices and laws and regulations and with the requirements of this plan.

2. The Division of Personnel will develop specific steps to be taken to assure the appropriate representation of males and females of various ethnic categories in its applicant pool to include an active affirmative action file.

3. The Division of Personnel will develop search strategies for identifying qualified males and females of various ethnic

categories for jobs in those categories in which minorities and women qualify.

4. The Division of Personnel will maintain at least the following records in support of this Affirmative Action Plan:

(a) Applicant flow by race, sex, national origin, and source of applicants.

(b) Hires by race, sex, and national origin.

(c) Initial placement after hired, department or school to which assigned, and position by race, sex, and national origin.

(d) Transfers, demotions, and promotions by race, sex, national origin; position and school or department from which transferred or promoted, and position and school or department to which transferred or demoted.

(e) Voluntary and involuntary terminations by race, sex, national origin, type of termination and reason thereof.

(f) A record of all employees receiving training by race and sex will be maintained.

Affirmative Action Need:

1. All personnel involved in the hiring process will be carefully selected and trained in matters relating to job demands and the capabilities of persons with certain handicaps to ensure equal access is provided.

2. The Division of Personnel will seek assistance from recruiting sources, including state employment agencies, state vocational rehabilitation agencies or facilities, sheltered

workshops, college placement officers, state education agencies, labor organizations of, or for, handicapped individuals to meet this goal.

3. The Department of Public Education invites all applicants and employees who have handicaps to identify themselves. The identification process will be handled in a discretionary manner. This information is to be used to reasonably meet the federal and state reporting requirements for:

a. accommodation

b. accessibility of the handicapped.

GOALS AND TIMETABLES
October 7, 1987

Department: Public Instruction

OCCUPATIONAL CATEGORY	T-E	NET UNDERUTILIZATION				ONE YEAR TARGETS				FIVE YEAR GOALS			
		MF	WF	MM	H	MF	WF	MM	H	MF	WF	MM	H
Officials/Administrators	97	8	10	-	2	2	2	-	1	8	10	-	2
Management Related Occupations	27	1	-	2	-	1	-	1	-	1	-	2	-
Professional Specialty	308	-	-	15	2	-	-	3	1	-	-	15	2
Technicians/Technologist	5	-	-	-	-	-	-	-	-	-	-	-	-
Precision Prod. etc.	1	-	-	-	-	-	-	-	-	-	-	-	-
Machine Operators etc.	1	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support/ Clerical	238	-	-	26	7	-	-	6	1	-	-	26	7
TOTAL	677	9	10	43	11	3	2	10	3	9	10	43	11

MF = Minority Female
WF = White Female
MM = Minority Male
H = Handicapped

JOB OPENING ESTIMATES AND PLACEMENT GOALS
FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Public Instruction

DIV. _____

OCCUPATIONAL GRP.
Officials/
Administrators

UNDERREPRESENTATION

10 **WHITE FEMALES**
___ **BLACK MALES**
8 **BLACK FEMALES**
___ **OTHER MALES**
___ **OTHER FEMALES**
2 **HANDICAPPED**

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 92 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
Assistant Superintendents	1	1 (MF)	3	3 (1 MF) (2 WF)
Education Program Director III	2	1 (MF)	4	4 (2 MF) (2 WF)
Education Program Director II	2	2 (WF)	7	7 (3 MF) (4 WF)
Education Program Director I	2	1 (H)	6	6 (2 MF) (2 WF) (2 H)

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.6.1

JOB OPENING ESTIMATES AND PLACEMENT GOALS

FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Public Instruction

DIV.

OCCUPATIONAL GRP.

Management

Related

Occupations

UNDERREPRESENTATION

___ WHITE FEMALES

1 BLACK MALES

2 BLACK FEMALES

___ OTHER MALES

___ OTHER FEMALES

___ HANDICAPPED

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 92 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
Government Accounts Auditor II	1	1 (MF)	2	2 (MM)
Education Program Specialists	1	1 (MM)	1	1 (MF)

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.6.2

JOB OPENING ESTIMATES AND PLACEMENT GOALS
FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Public Instruction

DIV.

OCCUPATIONAL GRP.

Professional

Specialty

UNDERREPRESENTATION

___ WHITE FEMALES

15 BLACK MALES

___ BLACK FEMALES

___ OTHER MALES

___ OTHER FEMALES

2 HANDICAPPED

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 92 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
Education Consultant I	4	4 (MM)	17	17 (15 MM) (2 H)

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.6.3

JOB OPENING ESTIMATES AND PLACEMENT GOALS
FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Public Instruction

DIV.

OCCUPATIONAL GRP.

Administrative

Support/Clerical

UNDERREPRESENTATION

___ WHITE FEMALES

20 BLACK MALES

___ BLACK FEMALES

6 OTHER MALES

___ OTHER FEMALES

7 HANDICAPPED

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 92 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
Administrative Secretary V			2	2 (MM)
Secretary IV	1	1 (H)	10	(2 H) 10 (8 MM)
Secretary III	6	6 (MM)	21	(5 H) 21 (16 MM)

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.6.4

GOALS AND TIMETABLES
October 7, 1987

Department: Controller's Office

OCCUPATIONAL CATEGORY	T-E	NET UNDERUTILIZATION				ONE YEAR TARGETS				FIVE YEAR GOALS			
		MF	WF	MM	H	MF	WF	MM	H	MF	WF	MM	H
Officials/Administrators	22	-	3	-	-	-	2	1	-	-	3	-	-
Management Related Occupations	51	4	5	-	2	1	1	1	1	4	5	-	2
Professional Specialty	41	-	-	-	-	-	-	-	-	-	-	-	-
Technicians/Technologist	5	-	-	-	-	-	-	-	-	-	-	-	-
Precision Prod. Crafts/ Repair	5	-	1	1	-	-	1	1	-	-	1	1	-
Fire Fighters, Police, Service	4	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support/ Clerical	114	-	-	-	-	-	-	-	2	-	-	-	2
Machine Operators/ Inspectors	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	242	6	9	1	2	1	4	2	3	4	9	1	4

MF = Minority Female
WF = White Female
MM = Minority Male
H = Handicapped

JOB OPENING ESTIMATES AND PLACEMENT GOALS
FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Controller's Office

DIV.

OCCUPATIONAL GRP.

Officials/Administrators

UNDERREPRESENTATION

3 WHITE FEMALES

___ BLACK MALES

___ BLACK FEMALES

___ OTHER MALES

___ OTHER FEMALES

___ HANDICAPPED

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 88 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
All Classifications	6	2	6	3

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.7.1

JOB OPENING ESTIMATES AND PLACEMENT GOALS

FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Controller's Office

DIV.

OCCUPATIONAL GRP. Management-Related Occupations

UNDERREPRESENTATION

3 WHITE FEMALES

___ BLACK MALES

___ BLACK FEMALES

___ OTHER MALES

___ OTHER FEMALES

2 HANDICAPPED

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 88 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
Accountants I, II, III, IV	3	3	6	5

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.7.2

JOB OPENING ESTIMATES AND PLACEMENT GOALS

FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Controller's Office

DIV. _____

OCCUPATIONAL GRP.

Professional Specialty

JOB CLASSIFICATION	For 19 88		For 19 88 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
Computer Applications Programmer I, II, III				
Building Systems Engineer I, II, III				
Consulting Architect I, II				

UNDERREPRESENTATION

___ WHITE FEMALES

___ BLACK MALES

___ BLACK FEMALES

___ OTHER MALES

___ OTHER FEMALES

___ HANDICAPPED

Indicate the amount of under-representation for each group listed above.

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.7.3

PARITY REACHED IN THIS CATEGORY

JOB OPENING ESTIMATES AND PLACEMENT GOALS

FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Controller's Office

DIV. _____

OCCUPATIONAL GRP.

Precision Production/ Craft

UNDERREPRESENTATION

1 WHITE FEMALES

1 BLACK MALES

___ BLACK FEMALES

___ OTHER MALES

___ OTHER FEMALES

___ HANDICAPPED

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 88 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
All Classifications	2	1	4	3

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.7.4

JOB OPENING ESTIMATES AND PLACEMENT GOALS

FOR OCCUPATIONS IN WHICH PROTECTED GROUP WORKERS ARE UNDERREPRESENTED

AFFIRMATIVE ACTION PLAN FOR 19 88

DEPT. North Carolina Department of Public Education - Controller's Office

DIV. _____

OCCUPATIONAL GRP.

Administrative

Support/Clerical

UNDERREPRESENTATION

___ WHITE FEMALES

___ BLACK MALES

___ BLACK FEMALES

___ OTHER MALES

___ OTHER FEMALES

___ HANDICAPPED

Indicate the amount of under-representation for each group listed above.

JOB CLASSIFICATION	For 19 88		For 19 88 - 19 93	
	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)	ESTIMATED OPENINGS	PLACEMENT GOALS (Net increase*)
All Classifications	5	3	10	6

* Net increase does not include placements of minorities, females and/or handicapped persons which become necessary to keep their representation at present levels.

6.7.5

59

60

PARITY REACHED IN THIS CATEGORY EXCEPT FOR HANDICAPPED

Section G

AFFIRMATIVE ACTION PROGRAMS

AFFIRMATIVE ACTION PROGRAMS

Benefits and Conditions of Employment

All benefits and conditions of employment will be available to all employees of the Department of Public Education without regard to race, religion, sex, national origin, handicap, or age. Each employee will be informed of employee benefits in orientation sessions and will have equal opportunity to take advantage of such benefits.

Departmental Grievance Procedure

Any permanent State employee having a grievance arising out of or due to their employment and who does not allege discrimination because of age, sex, race, color, national origin, religion, creed, physical disability, or political affiliation will first discuss their problem or grievance with their supervisor and follow the grievance procedure established by the Department.

The employee has the right to present a problem or appeal free from interference, restraint, coercion, or reprisal. Such time off will be provided from regular duties as may be necessary and reasonable for the presentation and processing of grievances or appeals without loss of pay, vacation, or other "time credits."

The policy is specifically written in the Department of Public Education's Personnel Policies and Procedures Manual, Pages 6-8 through 6-11. Basically, the steps in the Grievance Procedure are as follows:

STEP 1 -- DISCUSSIONS BETWEEN EMPLOYEE AND IMMEDIATE SUPERVISOR

STEP 2 -- DISCUSSIONS BETWEEN EMPLOYEE AND DEPARTMENT PERSONNEL DIRECTOR

STEP 3 -- APPEAL TO THE GRIEVANCE AND APPEAL COMMITTEE

STEP 4 -- APPEAL TO STATE PERSONNEL COMMISSION (For employees who have a minimum of 5 years of continuous service only.)

Any employee who alleges discrimination should follow the steps listed on page 7.1 of this plan.

Disciplinary Actions, Demotions, Terminations

All disciplinary actions, demotions, and terminations of employees of the Department of Public Education will be handled according to the policy adopted by the State Personnel Commission under authority of the State Personnel Act without regard to race, religion, sex, national origin, handicap, or age.

Termination or reduction in force can be caused by dismissal or layoff due to cutback in funding of federal programs or deletion of programs or positions by the State Legislature.

It is and will be the policy of the Department of Public Education, in the event terminations are required for the reasons stated above, that these will be made in accordance with established procedures and without regard to race, religion, sex, national origin, handicap, or age. All terminations or reduction in force (whether voluntary or involuntary) will be monitored and analyzed to insure that no protective group is adversely affected.

Exit Interview Program

The Department of Public Education has established an Exit Interview Program in which each permanent employee separating from the Department is requested to participate. At that time, the employee completes the Exit Interview Report and reviews the responses with a staff member from the Division of Personnel during a confidential interview session. The written report is treated confidentially and is not available for review. In the event trends in terminations, allegations of discrimination, or other personnel matters become a concern for management, they will be brought to the attention of the Department Head. A copy of the Exit Interview Report is located in Appendix II-B.

Internal Reporting Procedures

It is the responsibility of the Personnel Director for the Department of Public Education to make an annual progress report to the Office of State Personnel. This report will be made in accordance with the guidelines set forth by the Office of State Personnel and will be compiled with the assistance of members of the Office of Personnel Services' staff. This report will be used to ensure that our Equal Employment Opportunity/Affirmative Action Plan is being followed and that equal employment opportunity does exist for all applicants and employees without regard to race, religion, sex, national origin, handicap, or age. Copies of all reports will be maintained in the Division of Personnel and will be made available upon request.

Personnel Policies and Procedures Manual

The Personnel Policies and Procedures Manual developed for use by the Department of Public Education and the State Personnel Department and Personnel Manual developed by the Office of State Personnel provide management with detailed specifics of personnel administration. It is recommended that reference be made to these sources for clarification as needed.

Recruitment

1. Each division will coordinate all recruitment efforts with the Division of Personnel which will develop a coordinated recruitment program with the Office of State Personnel and other sources.
2. The Division of Personnel will establish and maintain continuing relations with schools -- secondary, technical institutes, colleges, universities, and business and specialized schools which may have large numbers of minority, women, and handicapped students.

3. Referrals will be requested from governmental agencies and programs such as the State Employment Security Commission, community action organizations, vocational rehabilitation agencies, and others. (A listing of referral agencies can be found in the Appendix E.)

4. An interviewing program which will include at least three applicants representative of the ethnic, the sex, and the handicapped composition of available applicants.

Selection

The Department of Public Education's selection process for employment will be reevaluated quarterly by the Department Head and the Director of the Division of Personnel to determine if changes, revisions, and/or new procedures are needed. At this time, the job requirements, job descriptions, standards and procedures, pre-employment inquiries, application forms, interviewing processes, training requirements, the referral procedures, and the final approval process will be examined. A copy of the Department's Selection Procedure can be found in Appendix F.

Training

The Department of Public Education has not provided a formal, structured training program for Supervisors/Directors during the past years relative to its Affirmative Action Plan.

Substantive information has been shared with Supervisors/Directors and others by the EEO officers through memos, conferences and regularly scheduled staff meetings. This vehicle has worked well for the Department in the past but a structured training program will be developed and implemented this year. The Department's affirmative action committee will assist the Personnel Office with the planning and implementation of a training program.

Section H

PROGRAM EVALUATION

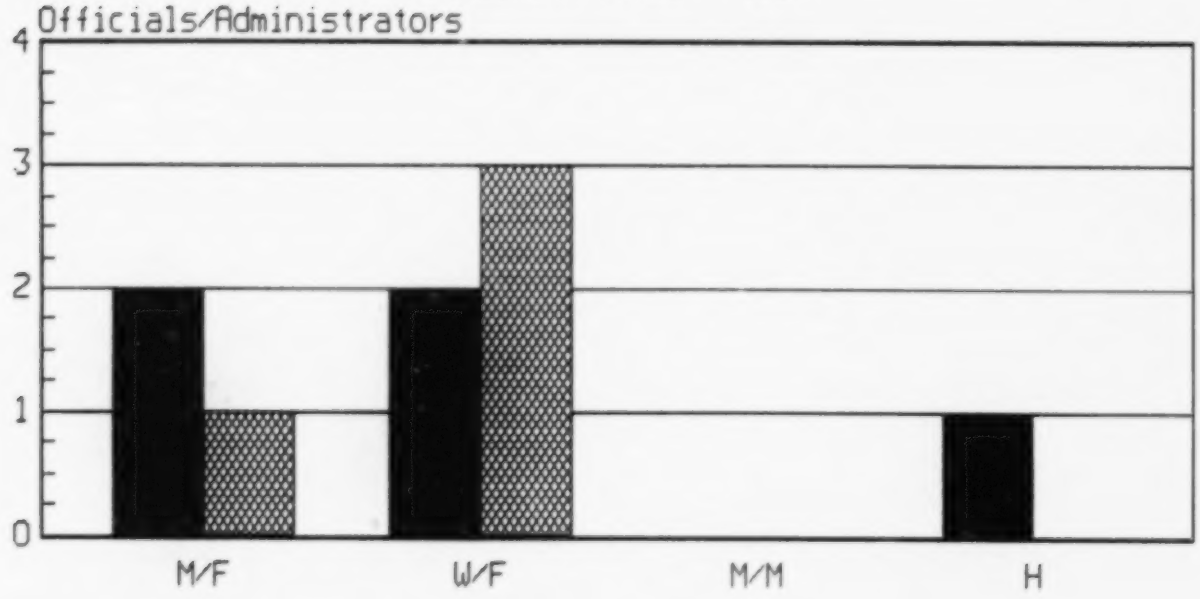
PROGRAM EVALUATION

The Personnel Director and the EEO Officers have the assigned responsibility to provide operational direction of the Plan and its evaluation. Records of minorities and females will be monitored and reported on for program evaluation purposes. These records will include applications, placements, transfers, promotions, and terminations. Personnel functions which may be responsible for discrimination will be identified and evaluated.

Areas of underutilization will be identified and goals/timetables will be established to correct utilization problems. These goals will be based on the percentage of minorities and females in the population of North Carolina. Progress toward achieving the set goals will be monitored by the Personnel Director and the EEO Officers for each department and reported to each agency head for action.

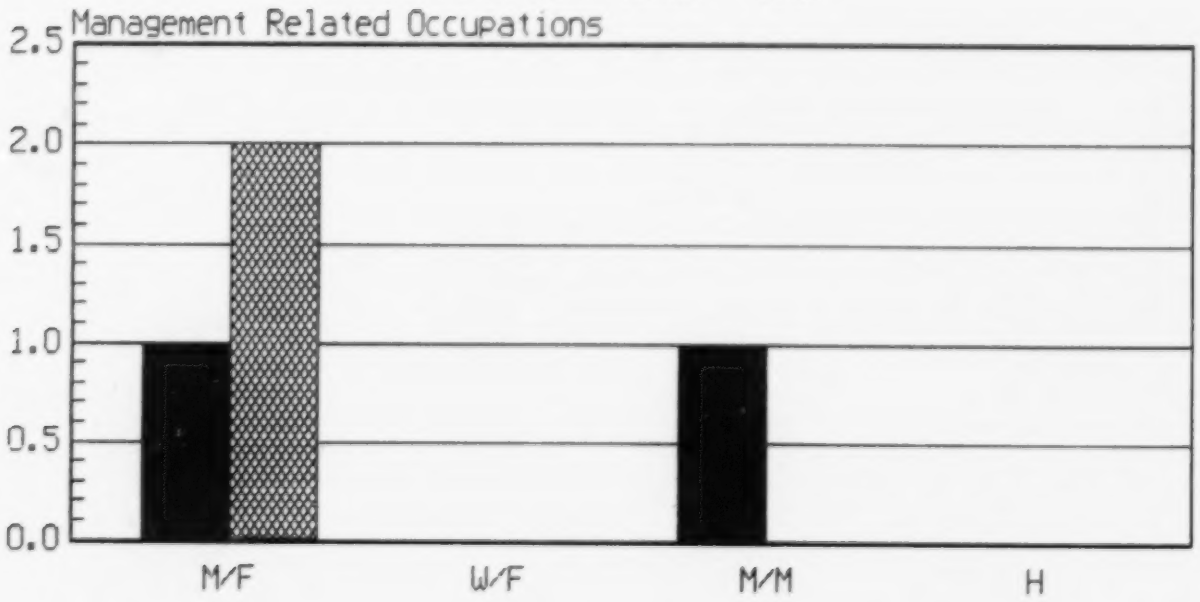
The Department of Public Instruction set as one of its one-year targets for 1986-87 the employment of 4 females, 2 white and 2 minority, plus 1 handicapped person, a total of 5 in the Officials and Administrators category. This goal was exceeded by 1 (50%) due to there being 3 white females employed. It was met partially (50%) by 1 minority female being hired during this period. The goal was not met in the area of handicapped personnel in this category. In the Management Related Occupations category, the goal was set at the addition of 1 minority female and 1 minority male. Although the Department exceeded its goal in relation to females by 1 (100%), it did not reach its goal of the addition of 1 minority male in this category. The goal set for Professional Speciality category was an increase of 1 minority male, 2 minority females and 1 handicapped person. There was a significant increase and the goal was exceeded for minority females in this by 8 (800%).

PUBLIC INSTRUCTION
Placement Goals - 1987



Plain = Goal
Striped = Actual

PUBLIC INSTRUCTION
Placement Goals - 1987



Plain = Goal
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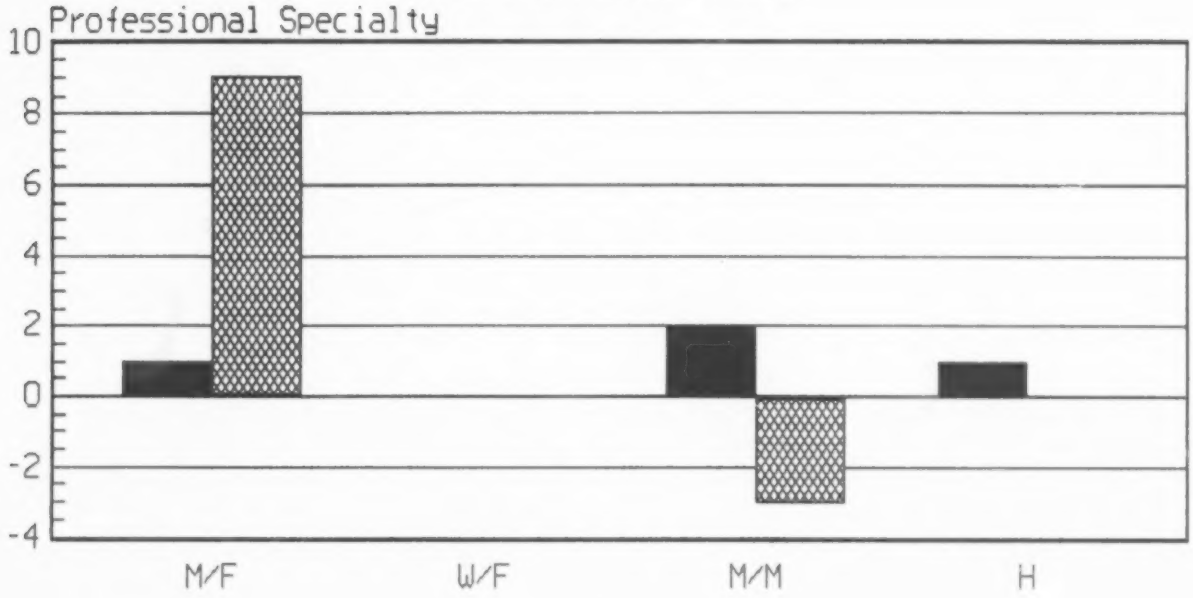
PUBLIC INSTRUCTION
Placement Goals - 1987



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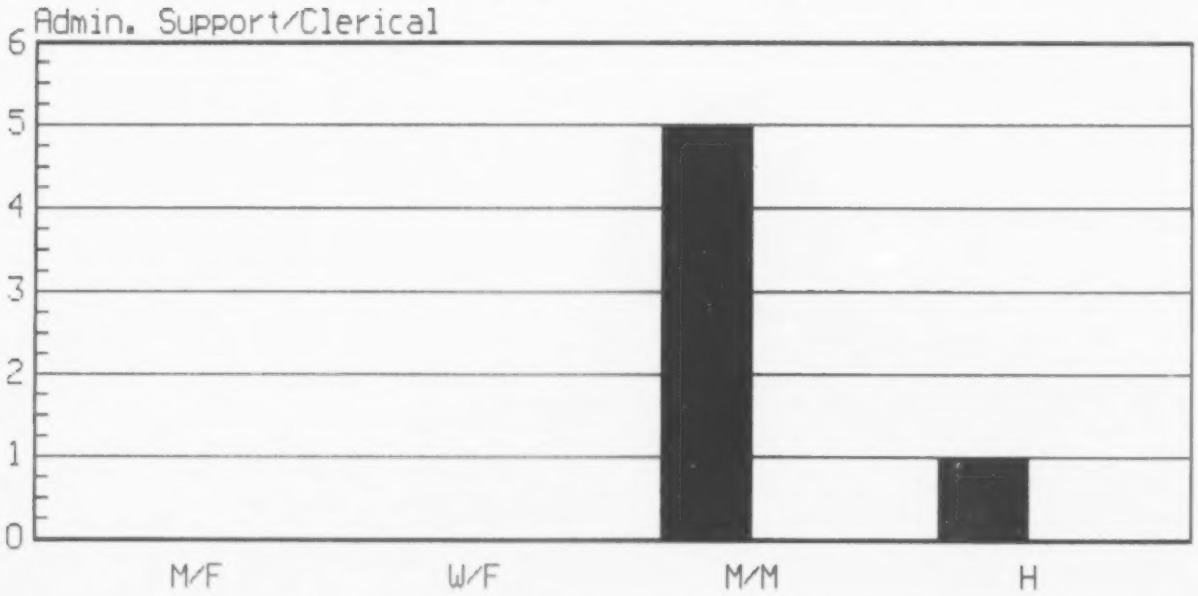
PUBLIC INSTRUCTION
Placement Goals - 1987



Solid = Goal
Striped = Actual

The goal was not met for handicapped persons and was partially met (50%) for minority males. In the Technicians and Technologists category a five-year goal of 1 minority female was set. This goal was reached during the 1986-87 year. None of the goals were net in the Administrative Support category which includes clerical personnel

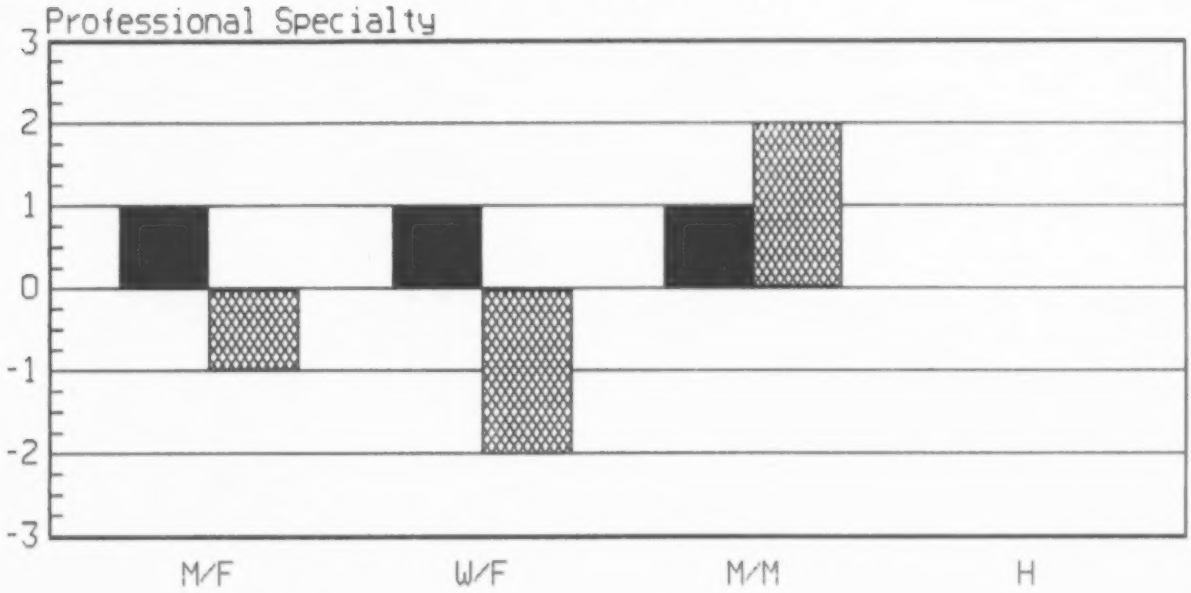
There was a small decrease in minority employment in the Department of Public Instruction of .2% since September 4, 1986 for a total minority percentage in the workforce of 22.0% on October 7, 1987.

The Controller's Office used established sound procedures for monitoring and assessing affirmative action data within the Department during the fiscal year 1986-87. The one-year target to hire one white female was met in the Professional Speciality category. In the Administrative Support/Clerical category, the number of minority males increased from one to six. This exceeded the one-year target by five. Much effort was devoted in this area since it is a nontraditional category for men. According to the Work Force/Labor Force Population Standard Analysis, the Controller's Office has increased in its percentage of minorities from 48 (20.3%) to 58(24.1%). This represents an increase of 10 (3.8%) persons over last year.

One year targets for minority females were met or exceeded in the areas of Official/Administrators/Management-Related Occupations and Professional Specialty.

Supervisors/Directors are provided with information on a quarterly basis relative to their efforts towards meeting agency goals. This information is reviewed and evaluated with the assistance of the EEO Officer. Plans and strategies are then developed to assist each supervisor/director in the implementation of the Plan towards the goals and timetables which has been identified and set. As part of the annual evaluation system, managers/supervisors will be held accountable through the WPPR process at all levels for the progress of the Department's Affirmative Action Plan.

CONTROLLER'S OFFICE
Placement Goals - 1987



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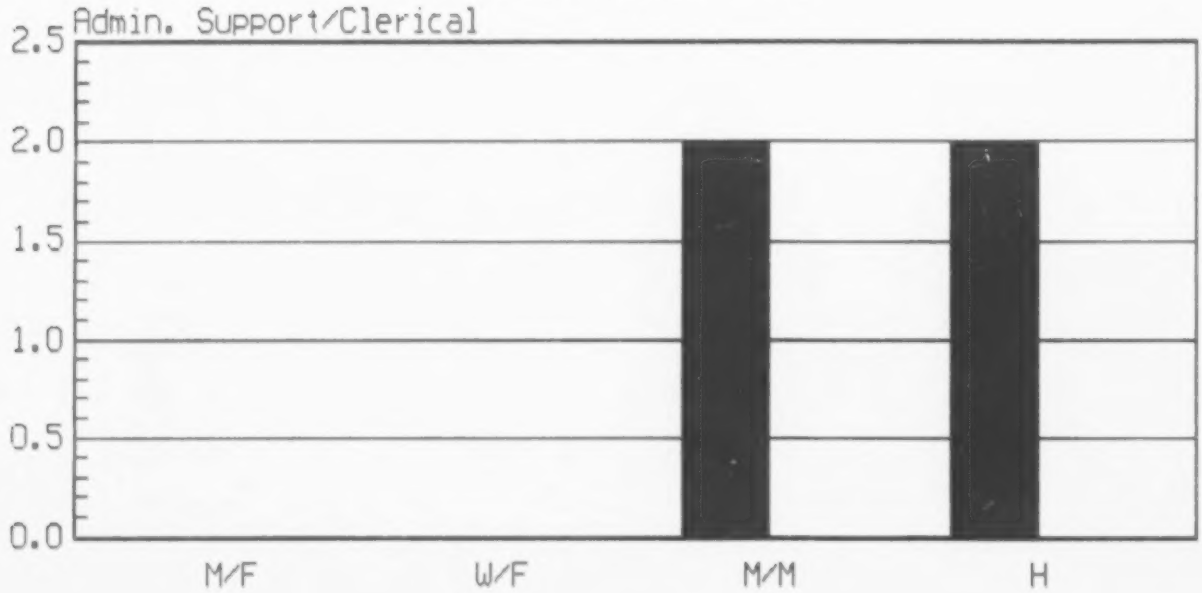
CONTROLLER'S OFFICE
Placement Goals - 1987



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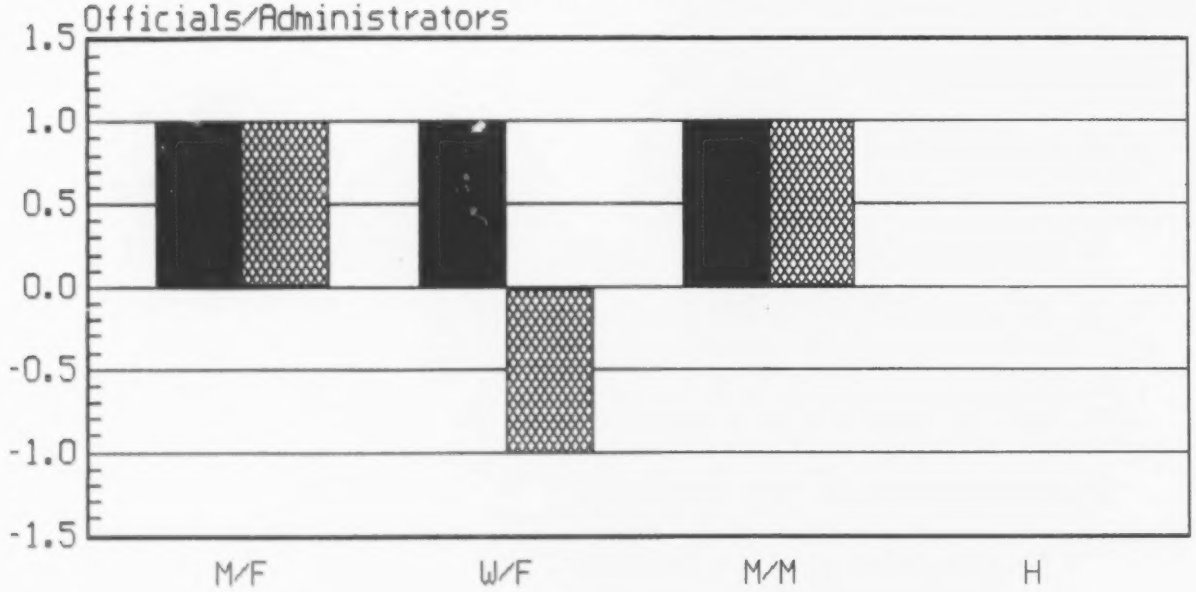
CONTROLLER'S OFFICE
Placement Goals - 1987



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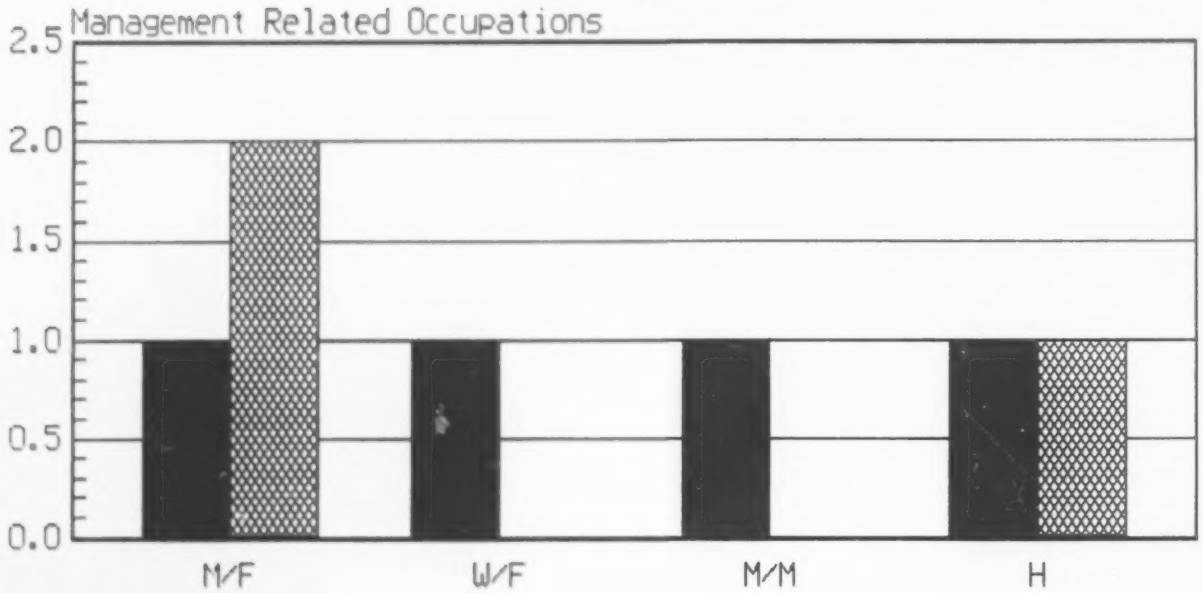
CONTROLLER'S OFFICE
Placement Goals - 1987



Solid = Goal
Striped = Actual

APPENDICES

AA Emp. Form #1

APPENDIX A

DEPARTMENT OF PUBLIC EDUCATION

1. Vacant Position _____

2. Vacancy Announcement: Yes ____ No ____

3. Please check one of the following:

   a. New Hire _____

   b. Promotion _____

   c. Demotion _____

   d. Transfer _____

   e. Other _____
   Specify
   _____

4. List the number of employees in the Division or Section:

   Total _____ M _____ F _____ Minority M _____ F _____ White M _____ F _____

5. Applications Received: Total _____ M _____ F _____

   Minority _____ M _____ F _____ White M _____ F _____

6. Applicants Interviewed: Total _____ M _____ F _____

   Minority _____ M _____ F _____ White M _____ F _____

7. List the names of the final three candidates in alphabetical order. Place an asterisk by the candidate being recommended for the position. Identify the race/sex of each candidate.

   a. _____

   b. _____

   c. _____

_____ _____
Ass't. Controller/Ass't. Supt./Special Ass't. Supt. Date

_____ _____
Affirmative Action Officer Date

_____ _____
Agency Head/Designee Date

(The Department of Public Education is an Equal Opportunity Employer)

APPENDIX B

N. C. Department of Public Education

EXIT INTERVIEW REPORT

Name: _____ Social Security#: _____

Department: _____ Last Day of Actual Work: _____

Classification Title: _____ Original Employment Date: _____

Why are you leaving the Agency? _____

_____

_____

If you are leaving for another job, what advantages do you feel your new job offers over your job here? _____

_____

_____

What do you think of the Agency as a place to work? _____

_____

What do you like most about the Agency? _____

_____

_____

Least? _____

_____

_____

What did you like about your job? _____

_____

Were there things about your job you did not like? If yes, would you elaborate? _____

_____

_____

Do you think the people in the area in which you worked are satisfied? _____

If not, why? _____

_____

_____

In what ways do you think the area in which you worked could be improved?

_____

_____

Would you consider re-employment with this Agency? Yes _____ No _____

If no, please explain why. _____

_____

_____

_____

Your comments will be held in confidence and will in no way affect your references. The information you give us will be summarized, coded and combined with other Exit Interview information which will be used to improve the effectiveness of our personnel program.

_____ _____

Employee's Signature Date

Permanent Address: _____

_____

_____ Zip _____

INTERVIEWER'S COMMENTS

_____

_____

_____

_____

_____

_____

Length of Service: _____ Reason for Leaving: _____

_____ _____

Interviewer Date

North Carolina Department of Public Education

wppr

Work Planning and Performance Review

Name: _____

Position Classification: _____

Agency/Area/Division: _____

Appraised by: _____

Title: _____

Date: _____

APPENDIX C

DIRECTIONS:

1. Read instructions carefully in the WPPR Supervisor/Employee Handbook and complete the form.
2. Carefully complete parts I and/or II, Overall Performance Appraisal Rating, Overall Performance Appraisal Summary, Employee and Supervisor Comments, and Plan for Improvement.
3. Be sure the form is signed by all respective parties.
4. Forward original to the Division of Personnel. Copies may be retained for employees and supervisors.

GOALS:

- Manage Performance
  - — increase and improve communication regarding work
  - — clarify goals, priorities, and expectations
  - — monitor and assess performance
  - — provide feedback regarding results and observed performance
  - — correct performance problems
- Develop Employees
  - — Evaluate performance, assessment of strengths and weaknesses, developmental planning and developmental activities
- Provide a sound basis for making personnel management decisions.
- Clarify the relationship between an employee's work assignment and the goals of the work unit and the agency, and
- Improve both supervisor and employee performance through more effective two-way communication

DEFINITIONS OF LEVELS OF PERFORMANCE:

LEVEL OF PERFORMANCE		DEFINITION
Exceeds Expectations	5	Performance is consistently outstanding. Tasks activities are being accomplished at the highest level of performance. Employee seeks to expand scope of tasks activities and assumes additional responsibilities
Above Meets Expectations	4	Performance on tasks activities is occasionally outstanding. Some aspects of performance are at the highest level, while other aspects of performance are at the normal level expected.
Meets Expectations	3	Employee performs all tasks activities in a comprehensive manner and needs only general supervision. Performance is at the expected level. Employee's work is usually independent.
Below Meets Expectations	2	Some aspects of performance are at the normal level expected, while other aspects of performance are at a minimum level and need improvement. Employee's work is occasionally independent; more than expected amount of supervision is required.
Does Not Meet Expectations	1	Few aspects of performance are at the level expected and many improvements are needed. Close and frequent supervision is necessary. Actual performance does not meet expectations of the position.

OVERALL PERFORMANCE APPRAISAL RATING:

Circle appropriate rating. (See definitions of levels of performance)

5 4 3 2 1

OVERALL PERFORMANCE APPRAISAL SUMMARY:

Summarize in narrative form what the overall numerical rating indicates

NOTE: Any additional pages should be noted and attached to this form and must be signed by the employee, interviewing supervisor, and the department head or designee.

EMPLOYEE COMMENTS:

Please write comments you wish to make in the space provided and sign on the line below to indicate that you have reviewed your work with your supervisor. Your signature does not necessarily mean you agree with the performance rating.

SUPERVISOR COMMENTS:

State strengths, weaknesses, responses to employee comments, etc.

PLAN FOR IMPROVEMENT OF PERFORMANCE AND MAINTENANCE OF HIGH PERFORMANCE LEVELS:

Analyze performance strengths and deficiencies indicating areas needing correction, reinforcement and possible professional development objectives to be undertaken by employee. (May be jointly prepared by supervisor and employee.)

SIGNATURES: *YOUR SIGNATURE DOES NOT INDICATE AGREEMENT WITH THE REVIEW — ONLY THAT YOU HAVE HAD THE OPPORTUNITY TO REVIEW THE APPRAISAL

*Employee: _____ Immediate Supervisor: _____ Department Head: _____

Date: 81 _____ Date: _____ Date: _____ 82

wppr

NAME _____

Signatures

*EMPLOYEE _____ IMMEDIATE SUPERVISOR _____ DEPARTMENT HEAD OR DESIGNEE _____

*Your signature indicates that you and your supervisor have discussed and mutually agree on this work plan.

I ASSIGNMENTS OCCURRING ON A REGULAR BASIS	PERFORMANCE EXPECTATIONS	RATING 1,2,3,4, or 5	ACTUAL PERFORMANCE AND COMMENTS
PRIMARY JOB RESPONSIBILITY: broad, individual elements of the job that are used in the performance appraisal program			
CRITICAL TASKS: tasks that are so important that inadequate performance of these tasks means that overall performance is not acceptable	**DESCRIPTORS:** critieria used to measure performance (quality, quantity, timeliness, cost, effectiveness, manner of performance and method)		
PRIMARY JOB RESPONSIBILITY:			
CRITICAL TASKS:	**DESCRIPTORS:**		
83			84

IMARY JOB RESPONSIBILITY:

CRITICAL TASKS:	DESCRIPTORS:		

RIMARY JOB RESPONSIBILITY:

CRITICAL TASKS:	DESCRIPTORS:		

NAME: _____

wppr

Signatures:

*EMPLOYEE: _____ IMMEDIATE SUPERVISOR: _____ DEPARTMENT HEAD OR DESIGNEE: _____

*Your signature indicates that you and your supervisor have discussed and mutually agree on this work plan.

II SPECIAL PROJECTS AND ASSIGNMENTS

PERFORMANCE EXPECTATIONS	RATING 1,2,3,4, or 5	ACTUAL PERFORMANCE AND COMMENTS

GOAL:
end result or accomplishment toward which an organization is working during a given period

CRITICAL ACTIVITIES: activity that is so important that if it is not achieved within the specified time frame, the goal will not be reached	OBJECTIVES: the measures or criteria used to appraise the employee's performance		

GOAL:

CRITICAL ACTIVITIES:	OBJECTIVES:		

GOAL:

CRITICAL ACTIVITIES:	OBJECTIVES:		

GOAL:

CRITICAL ACTIVITIES:	OBJECTIVES:		

APPENDIX D
AFFIRMATIVE ACTION LIST
(Recruitment Sources)

Affirmative Action Director
Office of State Personnel
Administration Building
Raleigh, NC 27611

Career Services Center Director
Bennett College
301 S. Macon Street
Greensboro, NC 27401

Department of Community Colleges
Division of Staff Development
Education Building, Room 162
Raleigh, NC 27611

Governor's Special Assistant for
Minority Affairs
Governor's Office, State Capitol
Raleigh, NC 27611

Affirmative Action Officer
Hardbarger Jr. College of Business
PO Box 2505
Raleigh, NC 27602

Affirmative Action Officer
Johnston Technical Institute
PO Box 2350
Smithfield, NC 27577

Affirmative Action Officer
Kings College of Durham, Inc.
Durham Center, 410 W. Chapel Hill St.
Durham, NC 27701

Affirmative Action Officer
Kings College of Raleigh, Inc.
211 W. Martin Street
Raleigh, NC 27611

Affirmative Action Officer
Livingstone College
Placement Office
Salisbury, NC 28144

Affirmative Action Officer
Elizabeth City State University
Parkview Drive
Elizabeth City, NC 27909

Executive Director
Commission of Indian Affairs
PO Box 27228, Room 228
Raleigh, NC 27601

Executive Director
NC Council on the Status of Women
526 N. Wilmington Street
Raleigh, NC 27604

Affiramtive Action Officer
Peace College
15 E. Peace Street
Raleigh, NC 27604

Affirmative Action Officer
Pembroke State University
Placement Office
Pembroke, NC 28372

Affirmative Action Officer
St. Augustine's Office
1315 Oakwood Avenue
Raleigh, NC 27611

Affirmative Action Officer
Shaw University
118 E. South Street
Raleigh, NC 27602

Affirmative Action Officer
Wake Technical College
9101 Fayetteville Road
Raleigh, NC 27603

Affirmative Action Officer
Winston-Salem State University
Station A
Winston-Salem, NC 27102

Affirmative Action Officer
Lousiburg College
510 N. Main Street
Louisburg, NC 27549

Affirmative Action Officer
Meredith College
3800 Hillsborough Street
Raleigh, NC 27611

Affirmative Action Officer
NC Agricultural and
Technical Institute
Greensboro, NC 27411

Affirmative Action Officer
North Carolina Central University
Shepard Station
Durham, NC 27707

Affirmative Action Officer
North Carolina State University
2205 Hillsborough Street
Raleigh, NC 27607

Regional Director
Southeast Regional Education Center
612 College Street
Jacksonville, NC 28540

Regional Director
Western Regional Education Center
Patton School, 102 Old Clyde Road
Canton, NC 28716

Regional Director
Central Regional Education Center
PO Box 549
Knightdale, NC 27545

Regional Director
North Central Regional Ed. Center
3012 E. Bessemer Avenue
Greensboro, NC 27405

Regional Director
Northeast Regional Education Center
PO Box 1028
Williamston, NC 27892

Regional Director
Northwest Regional Education Center
303 East Street
North Wilkesboro, NC 28659

Regional Director
South Central Regional Ed. Center
PO Box 786
Carthage, NC 28327

Regional Director
Southwest Regional Education Center
619 Wall Street
Albemarle, NC 28001

OTHERS RECEIVING VACANCY ANNOUNCEMENTS

Administrative Team Members (Public Education)
Division Directors (Public Education)
Human Relations Councils/Commissions (City, County, or State)
Institute of Government
NC Black Leadership Caucus
Career Planning and Placement Officers (Public and Private Colleges/
Universities)
Local Education Agencies
Community Colleges/Technical Institutes

APPENDIX E

STATE DEPARTMENT OF PUBLIC EDUCATION

RECRUITMENT AND EMPLOYMENT GUIDELINES

I. ESTABLISHING RECRUITING PROCEDURES

When a vacancy occurs or a new position is established and a replacement employee is needed, the following procedures are required:

- Approval to fill the vacant position must be secured from the State Superintendent or from the Controller. This approval is usually initiated by the appropriate Assistant State Superintendent, Special Assistant, or Regional Director for the Department of Public Instruction or Deputy/Associate Controller for the Controller's Office. This release of the position can be secured through the use of Personnel Form 200. These forms are available in the Division of Personnel or on the IBM 5520.

- The Division Director of designated supervisor should verify the official classification of the position, education and experience requirements, salary grade, budgeted amount and availability of salary reserve if needed before beginning with official recruiting efforts.

- For positions that require advertising, the Division Director should submit a draft of the employment authorization/vacancy announcement (Personnel Form 200) to the Division of Personnel. This vacancy announcement will be edited as needed and typed in final copy, reproduced and disseminated by the Division of Personnel. If special instructions are required for this dissemination, they should be clearly stated.

- For the purpose of clarification, all positions at Salary Grade 70 and above shall be considered professional and will be advertised in accordance with the State Board of Education policy which requires that a vacancy announcement be distributed to each of the 140 Local Education Agencies and posted in designated areas in the Department's locations. To ensure that opportunity is provided for clerical, technical, and administrative support employees to apply for promotional opportunities, it is now required that all clerical/administrative support positions be advertised at least within the Department. The Division of Personnel will provide more comprehensive internal advertising as requested. Also, it is required that all positions at Salary Grade 63 and above be advertised by the use of a separate numbered vacancy announcement.

.. All numbered vacancy announcements must have a ten-workday "open for applications" period.

.. All clerical/technical vacancies must be posted until a suitable candidate can be identified through reviewing an appropriate mix of applications. These positions must be kept open at least seven (7) working days.

. When employees of the Department have been affected by a Reduction-in-Force, the Department will follow the procedures outlined in the Reduction-in-Force policy approved by the State Board of Education and the Office of State Personnel. The Reduction-in-Force policy has been distributed to employees and copies are available in each division, including the Division of Personnel.

. Media Advertising -- If it is determined that a specific position requires an aggressive recruiting program, the Division where the vacancy exists will prepare a suitable classified advertisement, subject to the approval of the appropriate supervisor.

II. RECRUITING PROCEDURES

In compliance with the State Personnel Commission's recruiting and referral system, the Division of Personnel will list each vacancy with the Employment Security Commission if external recruitment for that position is intended by the Department. If recruiting is extended beyond the Department of Public Education and the local school administrative units, the Employment Security Commission will be requested to make referrals of qualified applicants. A copy of each vacancy announcement will be sent to the Reduction-in-Force Assistance Plan, Office of State Personnel, for a certified listing of qualified applicants on file for that class.

Special Note: AFFIRMATIVE ACTION RECRUITING

With regard to the Agency's commitment to affirmative action/equal employment opportunity, the positive efforts of all agency administrators to achieve this objective will be closely monitored. In this concerted effort to implement our adopted affirmative action plan, the Controller has named an Affirmative Action Officer and the State Superintendent has named an Affirmative Action Officer. These employees have the delegated responsibility and authority to assist agency management in ensuring compliance in all employment related activities. They are available to offer guidance to Division Directors and other administrators on all aspects of affirmative action. Further, they will work in close cooperation with the Division of Personnel in developing policies, planning workshops, and other activities relevant to affirmative action. The two agencies have specified forms for use in reporting to agency management the affirmative action efforts used in recruiting/promoting for this position. A copy of this form will be completed in your procedure for recommending an employment action.

- The vacancy announcement instructions advise applicants to return applications to the Division of Personnel within established time limitations. At the point of collection of the applications, the Personnel Division records basic data on all applications received including date of receipt, race, sex, position applied for, and supervisor's name who will process the application. Any supervisor receiving applications for a specific vacancy should route the application to the Division of Personnel for the same processing. Applicants must submit an application (Form 107) to the Division of Personnel in order for it to become an "official application" in this employment process.

- The Personnel Division will acknowledge receipt of applications from applicants pursuing a position that has been advertised by a vacancy announcement or by a newspaper advertisement.

COMMUNICATING WITH APPLICANTS

- The Division of Personnel will serve as coordinator of screening committees as needed in the recruiting process. The screening committees will determine the applicants to be interviewed in the event the total number of applications received exceeds a reasonable number for the appointing authority to interview for the vacant position. The appropriate supervisor shall be primarily involved in the selection/appointment of a screening committee who will in turn select the applicants to be interviewed for the position. Consideration should be given to an appropriate representation of minorities, females, handicapped, and representation of other concerned groups on some of the screening committees.

III. INTERVIEWING PROCEDURES

When conducting employment interviews, the functions of the position should be kept in mind and not the image of the employee being replaced. The interviewing supervisor should evaluate the minimum education and experience required to allow someone to function in the position after completing a customary training period. The supervisor should keep in mind that the new employee will be subject to the provisions of the probationary employment policy. A new employee is not granted permanent status until the ability to function in the position is demonstrated. This period of probationary employment may last from three to nine months.

While different positions require different interviewing techniques in order to effectively match the best person with the position, all interviews should be conducted in a similar manner. To ensure that all applicants are given equal treatment, it is recommended that all applicants are consistently asked the same questions. This planned interview method will permit the supervisor to evaluate the applicant's responses objectively.

In the event the applicant is likely to be recommended for employment in a specific position, three letters of reference should be requested. These references should primarily include information on job performance,

intellectual ability, quality of relationships with people, and career goals. The Personnel Division has the facility and expertise to investigate the references through telephone contacts if an immediate reference check is needed.

IV. EMPLOYMENT PROCEDURES

Final selection and employment recommendations are to be made at the Division level with appropriate input from higher authorities. In coordination with other interviewing supervisors or section heads, the Division Director should submit the employment request to the Deputy/Associate Controller or the Assistant State Superintendent for approval. This level of management will consult with the appropriate Affirmative Action Officer to ensure that positive affirmative action recruiting efforts have been conducted and that equal employment opportunity practices have been observed.

Special Note: For Regional based personnel within the Department of Public Instruction, the Regional Center Director should submit the employment recommendations on assigned staff to the Deputy State Superintendent for review. If approval is granted, that office will discuss the aspects of employment with the Department of Public Instruction's Affirmative Action Officer and will forward employment documents to the Personnel Director.

When the Deputy/Associate Controller or Deputy State Superintendent, or other official, and Affirmative Action Officer have officially approved the employment action, the employment request will be submitted to the Department head for final review. The employment request will then be routed to the Personnel Director. The Personnel Director will notify the Deputy State Superintendent, Region Director, Deputy/Associate Controller, or other authority designated when hiring may proceed. If modifications are made in the effective date, salary rate, etc., the Division Director will be appropriately advised. The Division Director should contact the potential employee and confirm the employment commitment. In all employment actions, at least ten working days must be allowed between the time the written recommendation is made and the date for the employee to report for work. The hiring authority must keep in mind the necessary approval by the State Board of Education on employment actions involving positions at Salary Grade 70 and above.

Special Note: With regard to the Reduction-in-Force with the two agencies of the Department of Public Education and throughout State Government, that aspect must be considered before any employment action can occur. The Department has an obligation to give priority consideration to employees included in the Reduction-in-Force.

The Division Director, or authorized supervisor, should prepare the employment request directed to the Personnel Director with the understanding that approval is required at all levels of management

before it can be officially acted on by the Personnel Division. The Department head or designee shall approve all employment requests for the respective department. Supervisors should avoid any commitment of employment to applicants until approval is given by levels.

Special Note: The letter to the Personnel Director requesting the employment of the individual recommended should provide the following information:

- Employee's name
- Effective date of employment
- Salary recommendation
- Justification of salary if above the hiring rate for position
- If applicable to the State Board of Education agenda, a brief description of the general duties and responsibilities of this position must be included in the letter.

These items should be attached to the letter of employment recommendation:

- Employment application (original and one copy)
- Three references
- Copy of new employee's Social Security card on 8½" x 11" paper
- The completed Affirmative Action/Equal Employment form with appropriate signature indicating approval
- Signature indicating approval by all levels of departmental management (these may be on the "letter of employment" if preferred).
- Signature of the Departmental Budget Officer if salary reserve funds are required in processing this request.
- Credentials verification
- Wage and Hour Agreement, if applicable

Space should be provided on the letter for signatures indicating approval of appropriate authority;

- Associate Controller, Deputy Controller, Assistant Superintendent, Deputy State Superintendent,
- Affirmative Action Officer
- Controller or State Superintendent or his designee
- Division Directors should contact the departmental Personnel Director before making a final salary commitment for new employees.

RECOMMENDATIONS FOR PROMOTIONS

- The same routing procedure is required when promotions are recommended. The letter recommending the promotion of an employee should provide the specifics of effective date, salary recommendation, justification for promotion including how many employees were considered and the basis for this recommendation.

- The Division of Personnel may request an updated employment application with the promotions if needed in justifying qualifications for the new position through the review of the employee's combined education and experience.

V. NOTIFICATION TO APPLICANTS

When a decision to fill a position has been finalized, all applicants shall be officially informed as early as possible. The Division Director shall correspond with or telephone the other applicants and advise them accordingly. The Division of Personnel will offer suggestions or samples for content or format with this correspondence if so requested. All applications should be immediately returned to the Division of Personnel for future reference and for inclusion in the official "personnel application" files. Please return all applications to the Division of Personnel within ten workdays after the "closing date" on the vacancy announcement.

NOTE: State Board of Education Agenda for the Controller's Office only -- It should be noted that all professional employees in positions at Salary Grade 70 and above are subject to approval by the State Board of Education. When negotiating employment, the Division Director should discuss this requirement with the individual selected and the first day of employment should be scheduled accordingly.

The Division Director should submit a "reported to work" letter to the Personnel Director on the new employee's first day of employment. If this date differs from the originally requested date, this should be brought to the attention of the Personnel Director to ensure proper salary payment.

On the first day of employment, the Division Director should contact the Division of Personnel to arrange an appointment for the new employee orientation program (about one-half hour).

VI. REDUCTION-IN-FORCE

Purpose

The purpose of the reduction-in-force policy is to provide equitable procedures and fair treatment for the separation and recall of employees because of shortage of funds or work, abolishment of a position, or other material change in duties or organization.

Policy

Retention of employees in classes affected shall be based on systematic consideration of all the following factors: type of appointment, relative efficiency, actual and/or potential adverse impact on protected group individuals, and length of service. Temporary, probationary, and trainee employees in their initial six months of training shall not be retained in classes where permanent employees (those who have completed a probationary or equivalent trial period) must be separated in the same or related class.

The Agency Head or his/her designee shall provide the following information in writing to the employee as soon as possible regarding the affects of the reduction-in-force and priority consideration rights.

(1) the reason for the reduction-in-force.
(2) the effective date of separation.
(3) priority consideration and the process of recall if applicable.

The Division of Personnel shall provide technical assistance to management and employees in the event a reduction-in-force is necessary. The following resources will be provided:

(1) the effect upon benefits.
(2) the employee's priority status and re-employment consideration.
(3) the availability of assistance in seeking other employment through the dissemination of vacancy announcements and establishing a cooperative effort with the Office of State Personnel for facilitating referral to other State Government placement opportunities.
(4) the right of appeal to the State level for a review to assure that systematic procedures were applied.

Affirmative Action Statement

In accordance with federal guidelines affecting equal employment opportunity and affirmative action, any applications of the Reduction-In-Force Policy will be analyzed to determine its impact in this area. A goal of the Department of Public Education is to achieve full parity with the racial distribution of the population; therefore, all decisions concerning a reduction-in-force will be examined by management to ensure that they do not cause underutilization by race and sex or adversely impact any protected groups.

Alternatives to Layoffs to Minimize Damage to EEO Gain

To the extent that the agency can implement measures to avoid a Reduction-In-Force, alternatives will be considered and evaluated. These alternative include but are not limited to:

--- agency wide hiring freeze.
--- transfer of employees to an area where they may retrain or already possess the minimum skills to perform the job.

--- work sharing (to the extent that positions affected are conducive for such).

If after thorough consideration and evaluation, alternatives are not feasible or do not meet the department's needs, layoffs will be planned.

Balancing Relative Efficiency and Length of Service

When reduction-in-force are being accomplished through separation of an employee where funds have been deleted for that specific position, a relative efficiency evaluation is not necessary. If an employee is separated as part of a reduction in the number of employees within a unit or program, a thorough evaluation must be done. In doing the evaluation, the department will strive to strike a reasonable balance between employees relative efficiency and length of service considering all of the following:

--- employee's work record (performance).
--- employee's skills (capability of being transferred and/or retrained).
--- length of service. This will not be used alone since there is no direct correlation between length of service and the ability to perform other tasks. Consequently, the agency's long range manpower needs will not be met in addition to a decrease in protected group representation or recent gains since minorities are usually the last hired. Length of service may be taken into consideration if a tie exists between two employees having comparable qualifications .

Reporting Procedures

The appointing authority (supervisor) will prepare a preliminary report to the appropriate management level and EEO Officer which identifies the protected group(s) where representation would be adversely affected by the lay off. This report will include an impact analysis of the reduction-in-force on the protected groups.

The report will include a description of the relevant divisions' status with regard to Affirmative Action goals including the area(s) in which reasonable representation has been achieved and additional areas in which particular difficulty in meeting Affirmative Action goals has been encountered. The report will include a list of documented attempts and alternatives actually utilized before effecting the layoff.

The preliminary report will be routed through the appropriate associate/ assistant superintendent or deputy/associate/ controller and the EEO Officer for their review and signature of approval. The report at this time will automatically become the Final Report and Final List for layoffs. A failure to obtain approval of the individuals listed above would indicate damage to EEO gains and signal the preparation of a new preliminary report and preliminary list with less damaging effects.

Procedures for Internal Dissemination of the Reduction-In-Force Policy

The Reduction-In-Force Policy will be disseminated to all Department of Public Education managers. The Policy will be included in the Agency Affirmative Action Plan and the Personnel Manual where it is accessible to all employees.

Other Reduction-In-Force Issues

Other policy and procedure items regarding reduction-in-force, not specifically addressed in the Department of Public Education's policy, will be implemented according to the State policy found in Section 5 of the State Personnel Manual.

APPENDIX F

DEPARTMENT OF PUBLIC EDUCATION
PERSONNEL DIVISION FORM 200

_____
(For Personnel Use Only)

EMPLOYMENT AUTHORIZATION/VACANCY ANNOUNCEMENT FORM

This form is to be completed with each vacancy and routed to the Director, Division of Personnel after appropriate signatures have been obtained. For clerical-technical positions, the due date is Monday noon for the Tuesday vacancy announcement. For professional positions, the due date is Wednesday at 9:00 a.m. for the Thursday vacancy announcement.

_____Position Classification_____Position No.

_____Working Title

_____Organizational Area or Regional Center

_____Employee Replaced

_____Salary Grade_____Budgeted Amount_____Source of Funds

_____Suggested Closing Date for Receipt of Applications

_____Date of Availability of Position

Check One:

___ Internal Announcement (open to DPE Employees only)

___ External Announcement (open to DPE employees and the general public)

General Duties of Position: (See Employment Authorization Guidelines - Form 200A for general information) (Continue general duties on next page)

General Duties of Position Continued: (Use additional pages if needed)

Recruitment Standards/Qualifications:

AUTHORIZATION FOR ADVERTISING

(Will not be accepted in Personnel Division without management's signature)

DPI USE ONLY	CO USE ONLY
Appropriate Administrative Team Person	Deputy Controller or Senior Associate Controller or Associate Controller
Associate State Superintendent for Management	Controller

Director, Division of Personnel

Revised: October, 1987

Form 200

(Suggested Guidelines for Completing Personnel Form 200 for Employment Authorization)

This attached form is to be completed with each vacancy and routed to the Director, Division of Personnel.

It is the intent of the Division of Personnel to provide each area, division, or section with the kind of advertising that reaches the most applicants with the kinds of education, experience, and vocational interests that would make them interested in the employment opportunities with the Department of Public Education. In order to initiate this advertising, we feel that it is important that we provide the "General Duties" and the "Recruitment Standards" sufficiently clear to encourage the quality of applicant to apply for our vacant positions. These general suggestions and this attached "Request for Advertising" form are intended to make it easier for the assigned supervisor to put together the basic for a vacancy announcement. Upon request, the Division of Personnel will provide guidance and suggestions for developing any aspect of vacancy announcement. For the purpose of offering suggestions, we have provided the following suggestions for developing the two primary sections of a vacancy announcement:

General Duties: This section must provide a general statement and then by more detailed statements of the type of work and responsibilities which characterize the job. Distinguishing characteristics of the position such as variety and difficulty of work, relative independence of action, supervision received and exercised, travel requirements, etc. should be outlined. This can be followed with a listing of examples of duties performed which illustrate a more specific picture of the duties assigned to the position. This area is not intended to limit the duties which may be assigned to an employee in the position but is intended to give an employee a general outline of the responsibilities and functions of the position.

Recruitment Standards -- Qualifications: This section specifically addresses (a) knowledge, skills, and abilities -- qualifications established in terms of what is required of a new employee at the time of employment into the position. They represent the most desirable combinations of education and experience that have been determined essential to success in the classification and for this specific position; (b) minimum education and experience -- translates knowledge, skills, and abilities into specific education and experience standards necessary for the position. Again, these standards are intended for entry level with the understanding that on-the-job training will develop the new employee to the desired level; (c) special requirements -- address specific licensure, certifications, graduate degrees, minimum coursework requirements, etc. necessary for the particular position that will allow an employee to function at entry level. These special requirements must be justifiable and acceptable to the Office of State Personnel if this represents a major departure from the established recruitment standards for the classification.

This form should be reviewed by the levels of management who are responsible for recruitment and selection of employees. This signed form signifies that the Department Head has authorized this position for the advertising process.

If you need assistance in completing these forms, please call the Division of Personnel at 3-4300.

APPENDIX G

Form 210

DEPARTMENT OF PUBLIC EDUCATION
PERSONNEL ACTION REQUEST
(Submit in Duplicate)

___ Promotion ___ New Hire Date Prepared _____

___ Demotion ___ Transfer

Employee Name _____ Soc. Sec. No. _____

Employee Replaced _____ Position Classification _____

Organizational Area _____ Working Title _____

Contact Person's Name _____ Telephone Number _____

	Source of Funds	Amount Requested	FTE %
Account Number _____ Fund RCC FRC Object			
Account Number _____ Fund RCC FRC Object			
Account Number _____ Fund RCC FRC Object			
Account Number _____ Fund RCC FRC Object			

Position Number _____ Eff. Date of Employment _____

Requested Salary _____ Grade/Step _____ Budgeted Salary _____

Reserve Requested _____ Projected Termination Date _____
(If temporary employee)

Justification for Selection and Salary Requested: (SEE ATTACHED)

AUTHORIZATION
(Will not be accepted without management's signature)

DPI USE ONLY		CO USE ONLY	
Appropriate Administrative Team Person	Date	Deputy Controller or Associate Controller	Date
Deputy State Superintendent	Date	Controller	Date
Director, Division of Budget Management	Date	Director, Division of Personnel	Date

Form 210 is to be completed in duplicate with proper signature before forwarding to the Division of Budget Management for processing.

NOTE: Affirmative Action Form must be submitted on new hires and internal transfers. Form 210 will not be processed without the Affirmative Action Form, Credentials Verification Form, Wage Agreement and Applicant Referral Record and Worksheet.

Budget Office Use Only

_____ J-10 Ref # _____ Date Approved ___/___/___
_____ BD-606 Ref # _____ Date Approved ___/___/___
_____ PD-105 Date Approved ___/___/___
_____ Update Payroll

/ / Date entered into the Budgetary Position Control System.

APPENDIX H

EMPLOYMENT SECURITY COMMISSION
OF NORTH CAROLINA

Labor Market Information Division
Post Office Box 25903
Raleigh, North Carolina 27611

STATE OF NORTH CAROLINA

MANPOWER INFORMATION

FOR

AFFIRMATIVE ACTION PROGRAMS

1985

Labor Market Information Director
Labor Market Information Division
Post Office Box 25903
Raleigh, North Carolina 27611

POPULATION BY RACE AND SEX

North Carolina
1980

Race	Number		Percent Distribution		Civilian Labor Force Participation Rate	
	Total	Female	Total	Female	Total	Female
Total	5,881,766	3,026,381	100.0	100.0	63.5	53.8
White	4,460,570	2,281,788	75.8	75.4	64.6	53.6
Black	1,319,054	693,587	22.4	22.9	60.0	54.6
American Indian, Eskimo, & Aleut.	65,960	33,404	1.1	1.1	61.2	53.1
Asian and Pacific Islander	21,681	13,294	0.4	0.4	54.6	49.0
Other 1/	14,501	4,308	0.3	0.2	56.2	43.6
Spanish Origin 2/	56,039	26,523	1.0	0.9	60.7	50.9
Total Minority 3/	1,477,235	771,116	25.1	25.5	60.0	54.3

1/ Includes "race not elsewhere classified."

2/ Persons of Spanish origin may be of any race.

3/ Sum of Black; American Indian, Eskimo, and Aleut.; Asian and Pacific Islander; Other; and Spanish Origin.

Source: 1980 Census of Population

CIVILIAN LABOR FORCE BY SEX AND RACE 1/

North Carolina

1985

Sex and Race	Civilian Labor Force	Employed	Unemployed	Percent Distribution			Unemployment Rate
				Civilian Labor Force	Employed	Unemployed	
Both Sexes							
Total	3,106,000	2,939,000	167,000	100.0	100.0	100.0	5.4
White	2,460,300	2,357,100	103,200	79.2	80.2	61.8	4.2
Black	600,900	540,800	60,100	19.3	18.4	36.0	10.0
American Indian, Eskimo and Aleut.	29,200	26,500	2,700	0.9	0.9	1.6	9.2
Other	15,600	14,600	1,000	0.5	0.5	0.6	6.4
Spanish Origin 2/	22,600	20,600	2,000	0.7	0.7	1.2	8.8
Total Minority 3/	668,300	602,500	65,800	21.5	20.5	39.4	9.8
Female							
Total	1,403,700	1,316,700	87,000	100.0	100.0	100.0	6.2
Percent of Both Sexes	45.2	44.8	52.1	-	-	-	-
White	1,080,200	1,028,300	51,900	77.0	78.1	59.6	4.8
Black	303,300	269,900	33,400	21.6	20.5	38.4	11.0
American Indian, Eskimo and Aleut.	13,000	11,900	1,100	0.9	0.9	1.3	8.5
Other	7,200	6,600	600	0.5	0.5	0.7	8.3
Spanish Origin 2/	10,200	9,200	1,000	0.7	0.7	1.2	9.8
Total Minority 3/	333,700	297,600	36,100	23.8	22.6	41.6	10.8

1/ 1985 Sex and Race Breakouts are based on 1980 Census Proportions.

2/ Persons of Spanish Origin may be of any race.

3/ Sum of Black; American Indian, Eskimo, and Aleut.; Other; and Spanish Origin.

Source: Employment Security Commission of North Carolina, Labor Market Information Division

Occupation of Job Applicants Residing in North Carolina Who Are Registered For Work With The North Carolina Employment Security Commission, By Sex and Minority Status

Major Occupational Group	Total	FEMALE		MINORITY GROUP	
		Number	% of Total	Number	% of Total
Total	136,497	66,363	48.6	57,370	42.0
Professional, technical, & managerial	15,114	6,280	41.6	3,365	22.3
Clerical & sales	28,620	21,453	75.0	10,315	36.0
Service	21,951	15,510	70.7	14,155	64.5
Farming, forestry, & fisheries	1,811	505	27.9	935	51.6
Processing	4,189	2,082	49.7	2,511	59.9
Machine trades	15,601	5,832	37.4	5,483	35.1
Bench work	12,885	9,893	76.8	5,878	45.6
Structural work	17,851	771	4.3	5,505	30.8
Miscellaneous	18,475	4,037	21.9	9,223	49.9
Occupational group not available	--	--	--	--	--

SOURCE: North Carolina Employment Security Commission